



Douglas County, Kansas

Criminal Justice Coordinating Council

2025 – 2027 Strategic Plan

Table of Contents

Acknowledgments	3
Letter from the Executive Committee	4
CJCC Membership and Staff	5
The Douglas County CJCC	6
Mission Statement.....	7
Vision Statement	7
Guiding Principles	7
Responsibilities.....	8
The Strategic Planning Process	9
The 2025 – 2027 CJCC Strategic Plan	10
Priority #1 Enhance System Data Metrics.....	11
Priority #2 Assess & Strengthen Pretrial Processes	12
Priority #3 Programs.....	13
Priority #4 Communications Plan	14
Strategic Plan Timeline	15
Appendix A: 2025 – 2027 Strategic Action Plan.....	16
Appendix B: Briefing Presentation	24

Acknowledgments

The Justice Management Institute (JMI) would like to thank the current and former Douglas County CJCC members, staff, and stakeholders who provided system data metrics, participated in the strategic planning workgroup, stakeholder focus groups, community survey, and the strategic planning retreat to create this plan. Their input, expertise and feedback were the driving force behind this strategic plan. Without their dedication to their community and their expertise in the field, this work would not be possible. Your collective efforts will continue to shape the future of public safety in Douglas County.



Letter from the Executive Committee

Dear Citizens of Douglas County,

Thank you for your interest in the Douglas County Criminal Justice Coordinating Council (CJCC, Council). We hope that you find the 2025-2027 strategic plan informative about our work and encourage you to engage with us as we work to implement these priorities.

The adoption of this strategic plan marks a milestone for the Douglas County CJCC. In August 2023, the CJCC embarked on a journey to bring the Council into alignment with the National Standards for Criminal Justice Coordinating Councils, a process which culminates with the publishing of this strategic plan. The CJCC first completed an assessment by the Justice Management Institute (JMI) to assess the CJCC against the newly published standards. Beginning on page 6 of this document, "The Douglas County CJCC," you will find more details about that assessment and JMI's findings. Following the assessment, the CJCC agreed to undertake two primary tasks, which, together, would help the CJCC address most of JMI's recommendations to increase our alignment with the national standards. The first of those tasks was to revise the bylaws of the CJCC. Completed in the first half of 2024, the new bylaws reflect a more clearly defined purpose, structure, and accountability of the Council.

The second of these tasks was to develop a multi-year strategic plan to guide the CJCC's work. Following the adoption of the revised bylaws, the CJCC spent the remainder of 2024 in the process of developing the 2025-2027 strategic plan. As you will read on page 9, "The Strategic Planning Process," the 2025-2027 strategic plan was informed by information gathered through multiple forums, perspectives, and voices. An overview of the strategic priorities of this plan are presented on pages 10-14 of this document and you will find the full strategic plan in Appendix A. This plan identifies measurable and realistic goals that we hope will build on the work Douglas County has previously accomplished within our community.

We have identified four priority areas of focus that aim to improve the understanding, outcomes, and communication of our local criminal justice system. Enhancing the use of systemwide data, evaluating pretrial phase processes, and identifying gaps between the needs of justice-involved individuals and services available to them are highlights of the work included in this plan. Implementing more coordinated, consistent, and effective communication will help us increase engagement and accountability not just with each other, but with the community at large.

Achieving the objectives set forth in this plan will require the collaboration and commitment of all of us and will result in a more informed, effective, and efficient criminal justice system. This plan will help guide the Douglas County CJCC as we continue our efforts to improve our local criminal justice system. We look forward to working with our stakeholders and the community as we move forward.

Sincerely,
Executive Committee Members,
Douglas County Criminal Justice Coordinating Council

CJCC Membership and Staff

2025 CJCC Members	
Discipline	Member, Position
Law Enforcement (2)	Jay Armbrister, <i>Sheriff, Douglas County</i> Rich Lockhart, <i>Chief, Lawrence Police</i>
Courts (2)	Hon. James McCabria, <i>Chief District Court Judge</i> Hon. Christopher Kopecky, <i>Judge, Lawrence Municipal Court</i>
Prosecution (1)	Dakota Loomis, <i>District Attorney, Douglas County</i>
Defense Counsel (1)	Jessica Glendening, <i>Chief Defender, Board of Indigents' Defense Services, Douglas County</i>
Community Supervision Services (2)	Pam Weigand, <i>Director, Criminal Justice Services Department</i> Susan Benkelman, <i>Chief Court Services Officer</i>
Community Treatment Providers (2)	Patrick Schmitz, <i>CEO, Bert Nash Center</i> Lori Alvarado, <i>CEO, DCCCA</i>
Representative Members (5)	
Board of County Commissioners (1)	Shannon Reid
City of Lawrence Commissioners (1)	Brad Finkeldei
Community Member at Large (1)	Doris Ricks, 1 st Term (2/1/2025-1/31/2027)
Impacted Individuals (2)	Tim Shoulderblade, 1 st Term (2/1/2025-1/31/2027) Vacant, 1 st Term (2/1/2025-1/31/2027)
CJCC Staff	Katy Fitzgerald, <i>Criminal Justice Coordinator, Douglas County</i>
Executive Committee Members	
Chair	Jessica Glendening, 1 st Term: 1/1/2025 - 12/31/2026
Vice Chair	Susan Benkelman, 1 st Term: 1/1/2025 - 12/31/2026
Member at Large	Brad Finkeldei, 1 st Term: 1/1/2025 - 12/31/2025

In addition to the above CJCC members, JMI and Douglas County extend a special acknowledgement to former CJCC members who served in 2024 and participated in the strategic planning process:

- Mariel Ferreiro, Community Member
- Wes Lovett, Eudora Police Chief
- Nelson Mosley, University of Kansas Police Chief
- Carrie Neis, Reentry Director
- Mike Pattrick, Baldwin City Police Chief
- Sarah Plinsky, County Administrator
- Bob Tryanski, Behavioral Health Projects Director
- Suzanne Valdez, District Attorney

The Douglas County CJCC

The Douglas County CJCC was formally established in 2016 by the Board of Douglas County Commissioners. In its early years, the CJCC engaged in several worthy initiatives that include supporting treatment and recovery, lowering the rate of incarceration, and addressing disparate impacts in traffic stops.

As part of the CJCC's commitment to ongoing improvement, the Douglas County Administrator's Office sought technical assistance from the Justice Management Institute (JMI) in 2023 to assess and help strengthen its Criminal Justice Coordinating Council (CJCC). JMI worked with the CJCC to 1) assess the purpose and structure of the CJCC to ensure it aligns with best practices in 2023; and 2) collaborate with CJCC members to adopt improvements to the CJCC based upon the findings and recommendations.

Throughout 2024, the CJCC took meaningful steps to address assessment findings and adopt many of its recommendations, including a comprehensive process to update CJCC Bylaws as adopted pursuant to Resolution No. 24-16 on June 26, 2024. These updates addressed several recommendations, including:

- ✓ Establish mission and vision statements.
- ✓ Align the CJCC's leadership structure with National Standards.¹
- ✓ Recalibrate CJCC membership and clarify member expectations.
- ✓ Implement a formal onboarding process for new CJCC members.
- ✓ Institute a chartering process to guide committees and workgroups consistent with National Standards.
- ✓ Transition meetings of the full CJCC back to in-person meetings with meeting minutes.
- ✓ Modify the bylaws.

¹ National Standards for Criminal Justice Coordinating Councils (U.S. Department of Justice, National Institute of Corrections, 2023), NIC Accession #033675.

Mission Statement

The mission of the Douglas County CJCC is to be an advisory board that provides an open, transparent, and collaborative forum for justice system partners, stakeholders, and community members to come together to share information, problem solve and make evidence-informed recommendations to improve the criminal legal system.

Vision Statement

The vision of the Douglas County CJCC is a just and equitable experience for all, balancing the criminal justice footprint with public safety expectations in Douglas County.

Guiding Principles

The CJCC and its members are committed to providing the shared leadership necessary to advance the safety and wellbeing of all citizens of Douglas County, the effective and just treatment of defendants and clients, the protection and healing of victims and survivors, the prevention of crime, and the reduction of recidivism. To that end, the CJCC is guided by the following principles:

- *Creating a criminal justice system that is fair, just, and equitable.*
- *Enhancing public safety and trust.*
- *Thinking systemically and strategically.*
- *Communicating and sharing information.*
- *Collaboration, building consensus, and sharing responsibility.*
- *Utilizing data and research.*
- *Pursuing innovative and evidence-based solutions.*
- *Maximizing existing resources and taxpayer funds.*
- *Informing and involving the community.*
- *Including diverse perspectives in all regards.*
- *Embracing transparency and accountability.*

Responsibilities

The CJCC is responsible for assisting to improve the fair and equitable administration of justice and enhancing the effectiveness of the Douglas County criminal justice system. To that end, the CJCC will:

- Utilize member expertise to guide and support the criminal justice system in the advancement of policies, procedures, programs, and services that address public safety goals.*
- Utilize cross-system data to increase knowledge of system challenges, establish priorities, monitor system trends and outcomes, inform decision-making, and identify resource needs.*
- Provide performance reporting for consideration of the agencies represented on the CJCC and system stakeholders.*
- Educate, inform, and engage the community about the council, the criminal justice system, and council initiatives.*

The remaining recommendations are addressed through the adoption of this strategic plan, including:

- ✓ Adopt an achievable strategic plan and focus on producing outcomes.
- ✓ Include performance measures in the new strategic plan.
- ✓ Utilize meaningful system data.
- ✓ Develop a communication plan.

The Strategic Planning Process

The Douglas County CJCC enlisted the support of JMI to guide the strategic planning process with the goal of creating a realistic and actionable strategic plan for the Douglas County CJCC that supports its mission and vision. Core objectives included:

- Identify key priority areas for the CJCC to focus on in the coming years
- Develop strategic initiatives with short-, medium-, and long-term goals for each priority area
- Create an action plan to implement the CJCC's strategies effectively

Per national standards, the CJCC undertook several steps to ensure a participatory and data-guided approach to developing its strategic plan, including:

- A formal workgroup charter to guide strategic planning process with CJCC staff and technical assistance provided by JMI
- Outreach to the community and the engagement of a wide array of stakeholders in the strategic planning process
- The use of system level data to inform plan development

The process unfolded from August 2024 through February 2025:

August 2024	<ul style="list-style-type: none"> • Development and adoption of a workgroup charter to guide the strategic planning process. 	<p style="text-align: center;">Strategic Planning Focus Groups</p>
October 2024	<ul style="list-style-type: none"> • In-person focus groups facilitated by JMI with 42 participants across six separate stakeholder groups. 	
November 2024	<ul style="list-style-type: none"> • Administration of an online community survey informed by key findings from the focus groups, including 196 respondents. • System data gathering and analysis, including metrics from the Jail, District Court, District Attorney's Office, Treatment Courts, Pretrial, Probation, and Court Services. 	
December 2024	<ul style="list-style-type: none"> • Completion of a briefing presentation to ground the strategic plan, including the key qualitative and quantitative information gathered through the system data analysis, focus groups, and community survey. (Provided in Appendix B.) • One-and-a-half-day strategic planning retreat with 12 current and past CJCC members and staff on December 3-4. 	
January 2025	<ul style="list-style-type: none"> • Iterative drafting of the strategic plan. 	
February 2025	<ul style="list-style-type: none"> • Final adoption of the strategic plan by the CJCC on February 11. 	

The following pages outline the CJCC's 2025-2027 Strategic Plan, including priority areas and related goals and objectives. A detailed action plan is provided in Appendix A.

The 2025 – 2027 CJCC Strategic Plan

Priority Areas

Priority #1

Data

Enhance existing system data metrics: Collect, analyze, and share data to identify trends, guide strategic discussion, and inform decision making.

Priority #2

Pretrial

Assess and strengthen pretrial processes to maximize pretrial outcomes.

Priority #3

Programs

Improve public safety outcomes by more deliberately providing a continuum of criminal justice program options to intentionally reduce crime-contributing factors.

Priority #4

Communications

Develop a strategic communications plan.

Priority #1 Enhance System Data Metrics

Enhance existing system data metrics:
Collect, analyze, and share data to
identify trends, guide strategic
discussion, and inform decision making

Goals:

- By January 2026, the CJCC will have established a quarterly cycle of system data reporting.
- By April 2027, the CJCC will have produced two annual reports.

Objectives

- Set Expectations: Create and Convene Data & Technology Committee
- Start Measuring: Establish Initial CJCC Systemwide Data Metrics
- Decide What Else to Measure: Expand CJCC Systemwide Data Metrics
- Make data metrics understandable: Establish reporting templates
- Make data metrics accessible: Produce Standard Reports for the Public

Priority #2 Assess & Strengthen Pretrial Processes

Assess and strengthen pretrial processes to maximize pretrial outcomes.

Goal:

- By December 2026, document the current processes and impacts of pretrial phase decisions, and make recommendations to maximize pretrial outcomes.

Objectives

- Assess what happens in practice and determine where to intervene: Map current practices at each pretrial decision point and identify area(s) in need of intervention
- Intervene: Identify and implement specific intervention(s) where needed
- Ongoing Jail Population Review: Develop an ongoing process to review the status of detained defendants and safely expedite lengths of stay
- Recommend Improved Pretrial Assessment Practices: Reexamine current pretrial assessment tool and practices to inform improvements

Priority #3 Programs

Improve public safety outcomes by more deliberately providing a continuum of criminal justice program options to intentionally reduce crime-contributing factors.

Goal:

- By December 2027, the CJCC will analyze the gaps between clients' crime-contributing factors and available services, and issue initial evidence-based recommendations for more intentionally reducing the risk of reoffending.

Objectives

- Set Expectations: Create and Convene Criminal Justice Programming Committee
- Assess crime-contributing factors: Produce a Risk, Need, Responsivity (RNR) analysis of the justice-involved population within each decision point
- Identify available services: Inventory existing services provided to CJS clients and bring My Resource Connection up to date
- Identify what RNR factors are/not being met and what to do about it: Complete a gap analysis between RNR profiles and existing services with recommendations for more intentionally reducing crime-contributing factors

Priority #4 Communications Plan

Develop a strategic communications plan

Goal:

- By October 2025, develop a comprehensive communications plan that outlines how the CJCC will strategically convey information to member agencies, the public, and the media, in a coordinated, consistent, and effective manner.

Objectives

- Publish and disseminate Strategic Plan
- Develop strategic communications plan
- Intentional and ongoing updated information sharing

Strategic Plan Timeline

CJCC Strategic Plan Timeline		2025				2026				2027			
Priority	Objectives	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	1) Establish Initial CJCC Systemwide Data Metrics		█	█									
	2) Expand CJCC Systemwide Data Metrics			█	█								
	3) Establish CJCC Standard Report Designs					█							
	4) Produce Standard Reports					█							
2	1) Map Current Practices at Pretrial Decision Points and Identify Area(s) in Need of Intervention				█	█	█	█	█				
	2) Identify and Implement Specific Intervention(s) Needed					█	█						
	3) Ongoing Jail Population Review Team					█	█						
	4) Recommend Improved Pretrial Assessment Practices									█	█	█	
3	1) Produce Risk, Need, Responsivity (RNR) Analysis of Justice-Involved Population							█	█	█	█		
	2) Inventory Existing Services for Justice-Involved Population							█	█	█	█		
	3) Complete Gap Analysis Between RNR Profiles and Services										█	█	█
4	1) Disseminate CJCC Strategic Plan		█										
	2) Develop Strategic Communications Plan		█	█	█								
	3) Intentional and Ongoing Information Sharing		█	█	█	█	█	█	█	█	█	█	█

Appendix A: 2025 – 2027 Strategic Action Plan

Priority Area #1	Enhance Existing System Data Metrics: Collect, analyze, and share data to identify trends, guide strategic discussion, and inform decision making					
Goal	By January 2026, the CJCC will have established a quarterly cycle for reporting system data metrics, including the data use and data sharing agreements necessary to facilitate such reporting. By April 2027, the CJCC will have produced two annual reports.					
Objectives <small>(Measurable Steps Taken to Achieve Goal)</small>	Tactic(s) <small>(Actionable Tasks within Strategies)</small>	Target Start Date	Target Completion Date	Leader(s) <small>(Person or agency responsible)</small>	Resources/ Agencies Needed	Outputs/Deliverables <small>(Things Produced)</small>
1. Create and convene Data & Technology Committee <i>(Set expectations)</i>	1) Invite and assemble initial committee members	2/11/2025	4/8/2025	CJCC Director and Executive Committee	N/A	<ul style="list-style-type: none"> Initial committee membership Committee charter Committee meeting schedule
	2) Design and approve committee charter	2/11/2025	4/8/2025			
	3) Establish meeting schedule and hold kickoff meeting	4/8/2025	Ongoing			
2. Establish initial CJCC systemwide data metrics <i>(Start measuring)</i>	1) Use data template from the strategic planning process to establish regular reporting cycles of existing data tables	4/8/2025	6/10/2025	CJCC Director and Data & Technology Committee	Data Subject Matter Experts (SMEs)	<ul style="list-style-type: none"> Index of existing data tables and reporting cycles Data dictionary Data sharing agreements First and ongoing data collection of initial CJCC Systemwide measures
	2) Develop a data dictionary to include each system data metric, its data source, what it means, what trend lines indicate, and how to calculate it	4/8/2025	7/1/2025			
	3) Identify and complete any necessary data sharing or data use agreements	4/8/2025	6/10/2025			
	4) Begin collecting measures on the identified reporting cycle	7/1/2025	Ongoing			
3. Expand CJCC systemwide data metrics <i>(Decide what else to measure)</i>	1) Review the tables not initially completed in the data template and prioritize the remaining measures into primary, secondary, and tertiary needs	7/1/2025	8/31/2025	CJCC Director and Data & Technology Committee	Data SMEs	<ul style="list-style-type: none"> Index of prioritized measures Updated index of data tables and reporting cycles Updated data dictionary Updated data sharing agreements First and ongoing data collection of expanded CJCC Systemwide measures
	2) Starting with the primary measures, work with relevant staff and stakeholders to add these at regular reporting intervals	9/1/2025	12/31/2025			
	3) Update data dictionary to include the additional measures and update data agreements as necessary	1/1/2026	3/1/2026			

	4) Begin collecting expanded measures on the identified reporting cycle	1/1/2026	Ongoing			
	5) Repeat steps 2-4 for secondary and tertiary measures	3/1/2026	Ongoing			
4. Establish reporting templates <i>(Make data metrics understandable)</i>	1) Develop draft reporting template and identify initial report recipients	1/1/2026	3/31/2026	CJCC Director and Data & Technology Committee	Data SMEs, software/platform, and stakeholders to provide feedback	<ul style="list-style-type: none"> • Draft reporting template • Initial index of report recipients • First and ongoing report distribution • Final quarterly reporting template for public distribution
	2) Distribute initial draft reporting template to recipients	1/1/2026	3/31/2026			
	3) Gather feedback re: ease of understanding and accessibility	1/1/2026	3/31/2026			
	4) Make initial updates to the reporting template/platform based upon feedback and initiate regular reporting	1/1/2026	3/31/2026			
	5) Continue to gather feedback and make subsequent updates based upon expanded metrics	3/1/2026	Ongoing			
	6) Finalize reporting template and publication platform	3/1/2026	3/31/2026			
5. Produce standard reports for the public <i>(Make data metrics accessible)</i>	1) Publish first CJCC quarterly report	1/1/2026	1/31/2026	CJCC Director and Executive Committee	Coordinate with Communication Workgroup	<ul style="list-style-type: none"> • First and ongoing quarterly public reports • Final and ongoing annual reports
	2) Continue quarterly reporting	4/1/2026	Ongoing			
	3) Publish first CJCC annual report	3/1/2026	4/15/2026			
	4) Continuing annual reports pursuant to the bylaws	4/15/2026	Ongoing			

Priority Area #2	Assess and Strengthen Pretrial Processes to Maximize Pretrial Outcomes					
Goal	By December 2026, document the current processes and impacts of pretrial phase decisions, and make recommendations to maximize pretrial outcomes.					
Objectives (Measurable Steps Taken to Achieve Goal)	Tactic(s) (Actionable Tasks within Strategies)	Target Start Date	Target Completion Date	Leader(s) (Person or agency responsible)	Resources/ Agencies Needed	Outputs/Deliverables (Things Produced)
1. Map current practices at each pretrial decision point and identify area(s) in need of intervention <i>(Assess what happens in practice and determine where to intervene)</i>	1) Gather necessary information to develop a process map of the pretrial phase decision in both Municipal (Law) and District Courts	12/9/2025	3/31/2026	CJCC Director and Pretrial Services	Relevant Local Pretrial Subject Matter Experts (SMEs) from District and Municipal Courts	<ul style="list-style-type: none"> • Pretrial Process Map • Data measures identified • Areas for intervention identified
	2) At each decision point, establish baseline measures, including what measures are known about that decision point and what measures are not yet known	12/9/2025	3/31/2026			
	3) Present process map, findings, and gaps to CJCC members to determine area(s) for intervention	4/14/2026	4/14/2026			
2. Identify and implement specific intervention(s) where needed <i>(Intervene)</i>	1) Identify and present to CJCC relevant evidence-based practices to pursue based on areas identified by the CJCC for intervention	4/14/2026	8/11/2026	CJCC Director and Pretrial Services	Relevant Local Pretrial Subject Matter Experts (SMEs)	<ul style="list-style-type: none"> • Inventory of prospective best practices • Implementation plan(s) • Documented changes • Outcomes following implementation
	2) Develop and implement a plan for intervention, including procedures to document changes made, and outcomes following implementation	12/8/2026	3/31/2027			
3. Develop an ongoing process to review the status of detained defendant and safely expedite lengths of stay <i>(Ongoing Jail Population Reviews)</i>	1) Identify and establish a jail review team to identify potential case processing or other system factors contributing to ongoing detention, include a charter with a clear scope and desired outcomes	1/13/2026	3/31/2026	CJCC Executive Committee and CJCC Director	Relevant Local Pretrial Subject Matter Experts (SMEs)	<ul style="list-style-type: none"> • Jail Review Team charter • Meetings and review process established • Documentation and reporting process established
	2) Create and implement review procedures to identify detention status, reasons contributing to continued detention, and opportunities for process improvements to safely reduce unnecessary detention length	5/1/2026	6/30/2026			

	3) Establish and implement procedures to track trends, document changes made to processes, and outcomes achieved	7/1/2026	Ongoing			
4. Reexamine current pretrial assessment tool and practices to inform improvements <i>(Recommend improved pretrial assessment practices)</i>	1) Identify and establish stakeholder group to inform and complete the reexamination process	1/1/2027	2/15/2027	CJCC and Pretrial Services	Pretrial Stakeholder Group Funding for validation study	<ul style="list-style-type: none"> • Examination findings • Summary of options • Recommendations provided
	2) Evaluate options to improve current pretrial risk assessment tool and practices	2/15/2027	5/31/2027			
	3) Provide recommendations to CJCC for further direction	8/15/2027	8/15/2027			

Priority Area #3	Improve public safety outcomes by more deliberately providing a continuum of criminal justice program options to intentionally reduce crime-contributing factors					
Goal	By December 2027, the CJCC will analyze the gaps between clients' crime-contributing factors and available services, and issue initial evidence-based recommendations for more intentionally reducing the risk of reoffending.					
Objectives (Measurable Steps Taken to Achieve Goal)	Tactic(s) (Actionable Tasks within Strategies)	Target Start Date	Target Completion Date	Leader(s) (Person or agency responsible)	Resources/ Agencies Needed	Outputs/Deliverables (Things Produced)
1. Create and convene Criminal Justice Programming Committee (Set expectations)	1) Invite and assemble initial committee members	8/1/2026	9/30/2026	CJCC Executive Committee		<ul style="list-style-type: none"> Initial committee membership Committee charter Committee meeting schedule
	2) Design and approve committee charter	8/1/2026	9/30/2026			
	3) Establish meeting schedule and hold kickoff meeting	8/1/2026	9/30/2026			
2. Produce a Risk, Need, Responsivity (RNR) analysis of the justice-involved population within each decision point (Assess crime-contributing factors)	1) Review research and gather best practice examples for identifying RNR factors and successful approaches to using RNR profiles in program development	8/1/2026	10/31/2026	Criminal Justice Programming Committee	Relevant Local RNR Subject Matter Experts (SMEs)	<ul style="list-style-type: none"> Summary of research and best practice examples RNR analysis per decision point Briefing report
	2) Gather and analyze RNR data from each data source to the extent feasible	11/1/2026	3/1/2027			
	3) Produce a briefing report for the CJCC including effective strategies for identifying and using RNR factors in program development, and the currently available RNR factors present among local clients	3/1/2027	4/13/2027			
3. Inventory existing services provided to CJS clients and bring My Resource Connection up to date (Identify available services)	1) Develop a tool/survey to gather information about the existing services provided to CJS clients (e.g., eligibility criteria, areas of focus, services, capacity, utilization, cost, etc.)	7/1/2026	9/15/2026	Criminal Justice Programming Committee	Relevant Local Service Provider and MyRC Subject Matter Experts (SMEs)	<ul style="list-style-type: none"> Data collection tool Inventory of services MyRC updates
	2) Implement the tool, collect the data, and compile an inventory of existing services provided to CJS clients	9/15/2026	12/31/2026			
	3) Update My Resource Connection as needed to house the comprehensive inventory of existing services provided to justice-involved clients	1/1/2027	2/26/2027			

<p>4. Conduct a gap analysis between RNR profiles and existing services with recommendations</p> <p><i>(Identify what RNR factors are/not being met and what to do about it)</i></p>	1) Compare RNR profiles to existing services	4/13/2027	9/30/2027	Criminal Justice Programming Committee Executive Committee	Relevant Local RNR and Provider SMEs CJCC Members and County Administration	<ul style="list-style-type: none"> • Gap analysis report • CJCC presentation and next steps
	2) Produce a report with initial recommendations for narrowing the gaps and more intentionally reducing crime-contributing factors	10/1/2027	12/14/2027			
	3) Present report to the CJCC for discussion and identification of next steps	12/14/2027	12/14/2027			

Priority Area #4	Develop a strategic communications plan															
Goal	By October 2025, develop a comprehensive communications plan that outlines how the CJCC will strategically convey information to member agencies, the public, and the media, in a coordinated, consistent, and effective manner.															
Objectives (Measurable Steps Taken to Achieve Goal)	Tactic(s) (Actionable Tasks within Strategies)	Target Start Date	Target Completion Date	Leader(s) (Person or agency responsible)	Resources/ Agencies Needed	Outputs/Deliverables (Things Produced)										
1. Publish and disseminate Strategic Plan	1) Draft media advisory and identify outlets for dissemination (website, local media, commission meetings, newsletter, etc.)	2/11/2025	4/8/2025	Executive Committee	County and cities Communications SMEs and CJCC members	<ul style="list-style-type: none"> Media advisory Website publication Disseminated to additional outlets as identified 										
	2) Disseminate the plan as identified	2/11/2025	4/8/2025				2. Create a strategic communications plan	1) Identify CJCC's communication goals and core messaging principles	4/8/2025	10/14/2025	PIOs, CJCC Director and CJCC member volunteers, including at least one community representative	County and cities Communications SMEs and CJCC members	<ul style="list-style-type: none"> CJCC Approved Communications strategy including: <ul style="list-style-type: none"> Materials to be developed Target populations Partner organizations Community organizations Spaces where CJCC can engage Outlets/format for outreach 			
2) Identify methods of communication outreach and target audiences for outreach	4/8/2025	10/14/2025	3) Develop communication strategy for responding to potential crises that arise that impact CJCC member agencies	4/8/2025	10/14/2025	3. Update the website, provide direct education, and conduct intentional and recurring information sharing		1) Provide CJCC approved materials, including CJCC annual report, bylaws, mission & vision, etc.) prominently on the CJCC website and disseminate through channels determined in the strategic communications plan	2/11/2025	Ongoing				Executive Committee, County PIO, and CJCC Director	County and cities Communications Subject Matter Experts (SMEs) and CJCC Members	<ul style="list-style-type: none"> CJCC materials posted and disseminated Communications strategies implemented Inventory of approved materials Communications strategy revisions
2) Gather feedback and continue to revise communications strategy as needed	2/11/2025	Ongoing														

Appendix B: Briefing Presentation

Briefing Presentation: Douglas County CJCC

Strategic Planning Retreat

December 3-4, 2024

Briefing Presentation Organization and Instructions:

- 1) Review slides
- 2) Reflect on the findings and insert notes into the attached worksheet
- 3) Bring the worksheet with you for reference in the retreat

Data Highlights

- Jail
- Pretrial
- District Court and Attorneys
- Treatment Courts
- Community Supervision and Court Services

Focus Groups

- 6 Stakeholder Focus Groups

Strategic Planning Survey

- CJS Stakeholders
- Community Stakeholders

Data Highlights

The purpose of the data template is to help guide CJCCs in the process of collecting systemwide data and reviewing local trends on a regular basis.

Data Template Table of Contents

1. County Population – N/A
2. Reported Incidents – N/A (one of five)
3. Detention Facility Population – Sheriff's Office
4. Bookings – Sheriff's Office
5. Releases – Sheriff's Office
6. Pretrial and Diversion – Pretrial
7. Courts – District Court
8. Attorneys – District Attorney's Office
9. Treatment Courts – Behavioral Health and Drug Courts
10. Probation/Reentry – Court Services and Community Corrections
11. System Resources – N/A

County and
Reported
Incident Data
(currently unavailable)

County Population: To show county population and demographic trends that can be compared with trends in the justice system.

Reported Incidents: To show trends in reported incidents/crimes, calls for service, and responses.

Jail Data
measures are
important for
monitoring
system trends

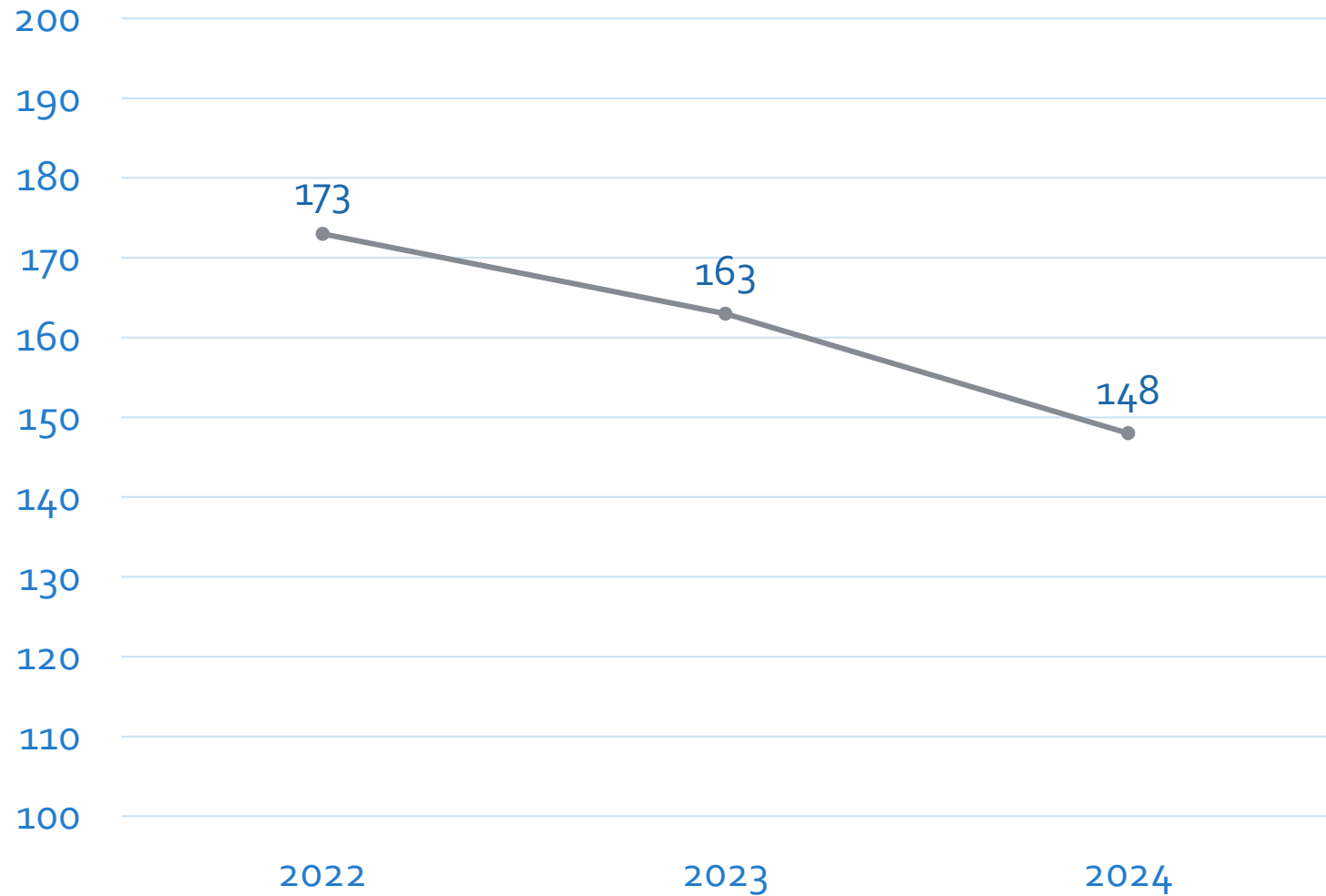
Detained Population: To show trends in incarcerated populations, length of stay, charge types, and across facilities. These measures impact and will be impacted by other parts of the justice system and are important for monitoring system trends.

Bookings: To show booking/arrest trends to identify charging, demographic, and population needs. These measures are especially important to monitor jail capacity, which is impacted by other parts of the justice system and should be discussed by the CJCC to react as a system.

Releases: To display release trends, length of stay, reasons for release, and demographic patterns. These measures are especially important to monitor jail capacity, which is impacted by other parts of the justice system and should be discussed by the CJCC to react as a system.

Jail Average Daily Population

Jail: Average Daily Population



Detained Population

18 fewer people (8% decrease) from 2022 to 2024, most of the decrease is among the felony population (17/18)

ADP 173-148

Max 23%, Med 34%, Min 41%, 2% Uncl.

Fel. 74%, Misd 23%, 3% Other-N/A

Race: W62%, B 33%, AI 5%
Gender: 84% M 16% F

Jail Bookings and Releases

Recommend revisiting jail dashboard methodology given various metric totals and unclear data definitions



Bookings/Charges

- Total bookings increased by 416 or 14% from 3080 in 2022 to the annualized estimate of 3496 in 2024
- Most serious offenses are misdemeanor 50%, felony 28%, FTA 17%, Unknown/NA 5%
- Charges are heading to District Court 58%, Municipal 34%, and Other 8%
- Race: 62% W, 33% B, 5% AI, Gender: 73% M 27% F
- Age: 10% 18-21, 24% 22-29, 34% 30's, 20% 40's, 8% 50's, 4% 60+



Releases/Charges

- Most release in < 1 day (56%), 25% in the first week, 9% in the first month, and 10% after the first month
- Charges release* 34% OR, 19% Money, 12% Other, 11% dismiss/not filed, 6% P&P, 6% time served, 4% other agency, 3% judge's authority, 3% sentenced to other facility, 1% house arrest
- ALOS decreased by 8% from 18.3 days in 2022 to 16.8 days in 2024



**Types of release are calculated on charge level. Therefore, a release may have more than one release reason.*

Jail Bookings by Charge Types

Alleged Offense	2022	2023	Est 2024	% Change
Failure to Appear	1674	1763	1701	2%
Non-aggravated battery/assault	517	591	639	24%
DUI	487	548	538	11%
Probation/Parole Violation	408	504	472	16%
Drug	372	396	407	10%
Remand/Commit	369	333	371	1%
Theft/Stolen Property	220	199	219	0%
Interference with LEO	158	189	211	34%
Criminal Damage	214	242	209	-3%
Disorderly Conduct/Trespass	175	268	204	16%
Aggravated battery/assault	181	197	190	5%
Driving While Suspended	132	148	144	9%
Other Muni/City Violation	76	90	136	79%
Violation Protection Order	80	126	125	56%
Liquor/Open Container	110	108	122	11%
No ins/registration/DL	116	86	114	-2%
Criminal Threat	78	90	89	13%
Sex	40	66	74	85%
Burglary	87	54	69	-21%
Flee/Elude	63	67	59	-6%
Weapons Violation	56	65	59	6%
Not Listed Elsewhere	598	617	631	5%
Total	6211	6747	6785	9%

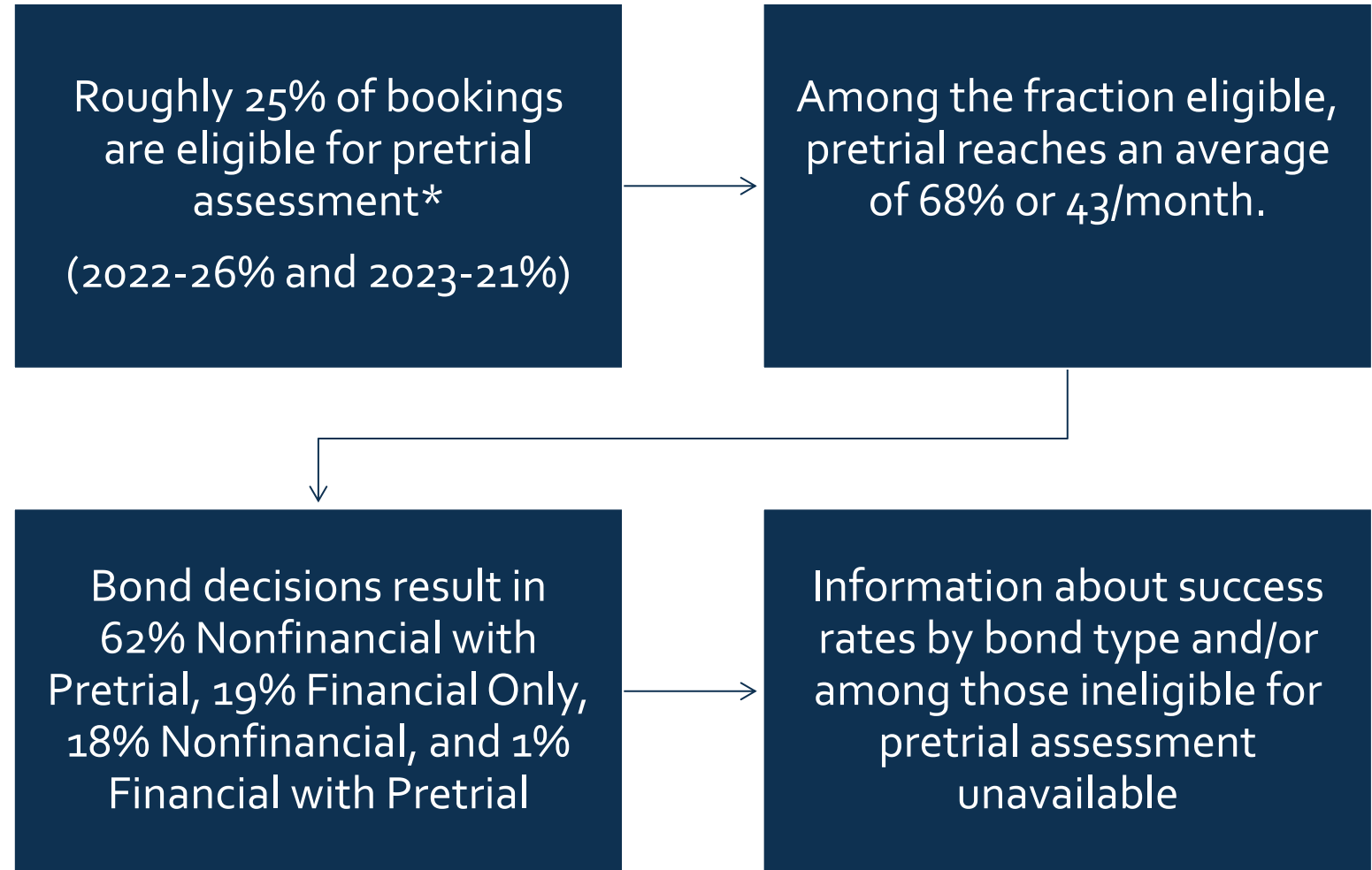
Pretrial and Diversion Data

Purpose: To show trends in pretrial decision making and pretrial programming. To display bail and release decision making, use and efficacy of diversion programs, and participation and outcomes in pretrial service programming. These measures can help the CJCC to consider the impact of decision making, pretrial and diversion programming, and where to focus their efforts/discussions.

Pretrial Data

Release decisions are regularly made without pretrial assessments to aid in the determination of bond.

Recommend taking a closer look at the pretrial phase.



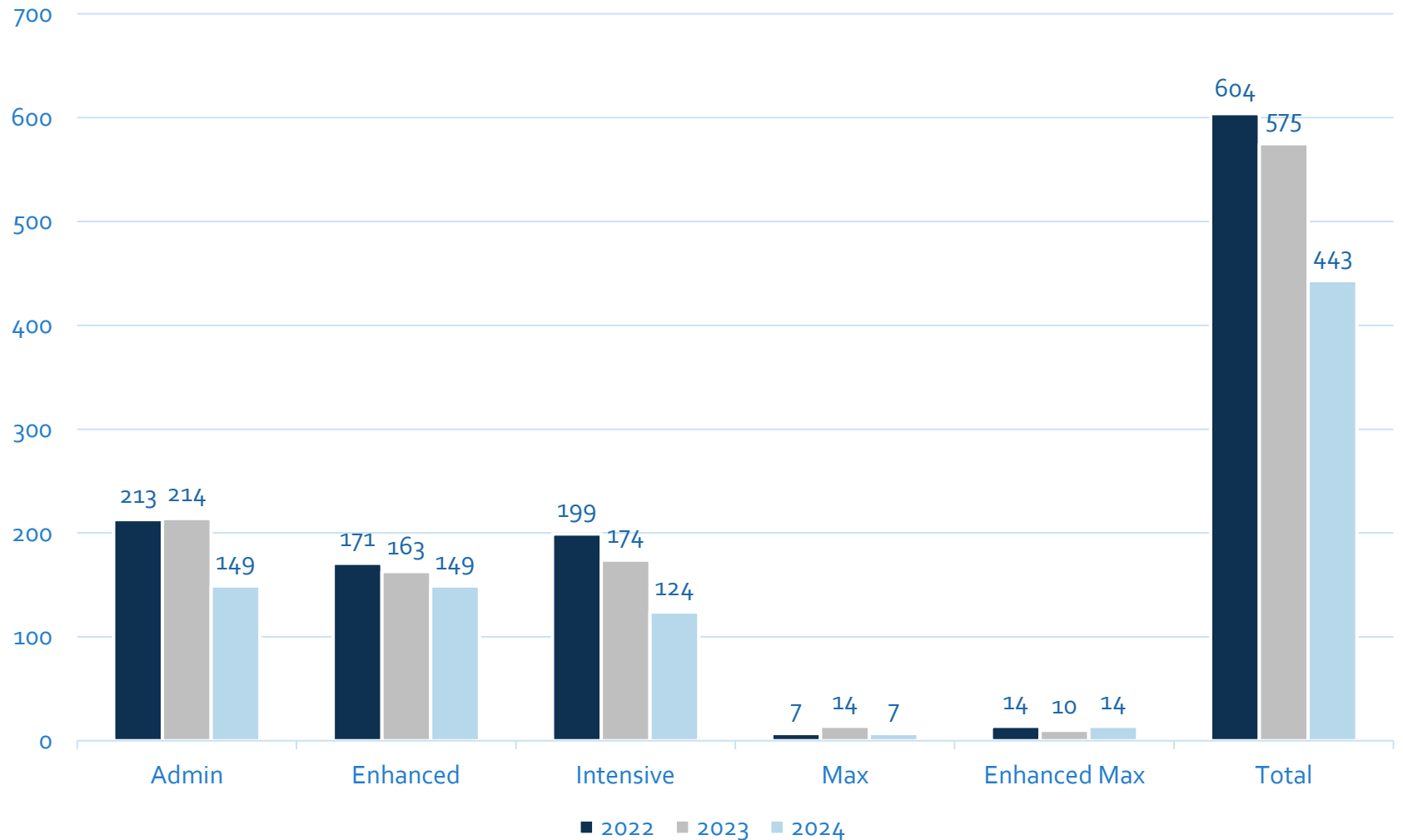
**In practice, pretrial staff assess detained defendants booked into the jail on District Court charges, charged by the District Attorney's office, AND going to First Appearance. Those that meet these criteria are considered eligible for the purpose of analysis; others are considered ineligible.*

The majority (96%) of the caseload is supervised in the lowest three levels

2022 to 2024:

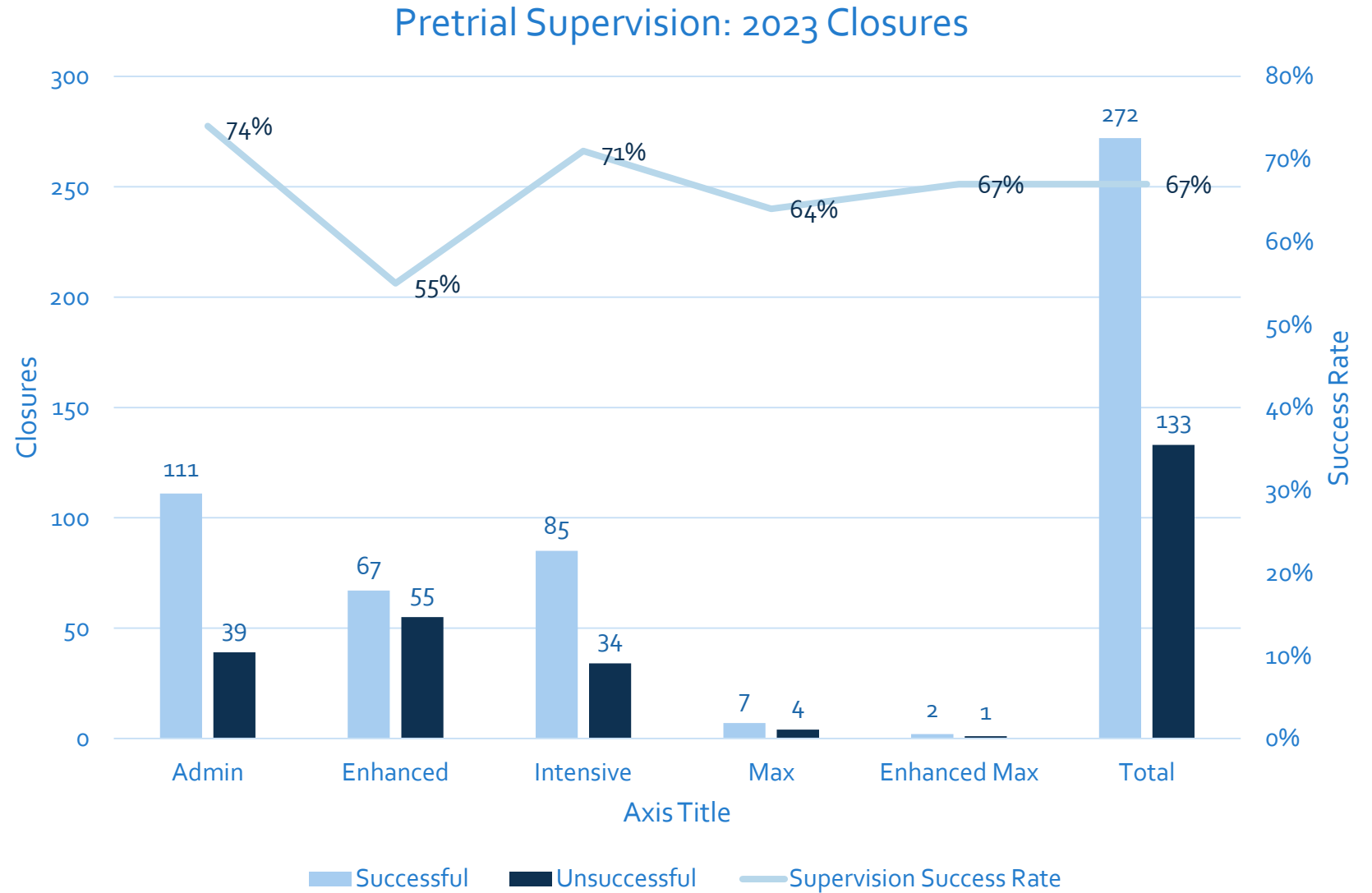
- 36% Administrative
- 30% Enhanced
- 31% Intensive
- 2% Max
- 2% Enhanced Max

Pretrial Caseload: Supervision Levels



Overall: 67% Successful

Success rates among supervision levels vary



Pretrial Data Summary

Pretrial caseload is decreasing.

Rates of success by supervision level vary in unusual ways, recalibration may be needed.

Pretrial supervision caseload decreased by 167 or 27% (604 in 2022 to 443 in 2024)

36% Admin,
30% Enhanced,
31% Intensive,
2% Max,
2% Enhanced Max

Average LOS is 172 days, excluding Enhanced Max (446 days)

405 Completions of Pretrial Supervision in 2023

67% complete successfully

Success rates by level:
Admin , 74% (n=150),
Enhanced, 55% (n=122),
Intensive, 71% (n=119),
Max, 64% (n=11),
Enh. Max, 67% (n=3)

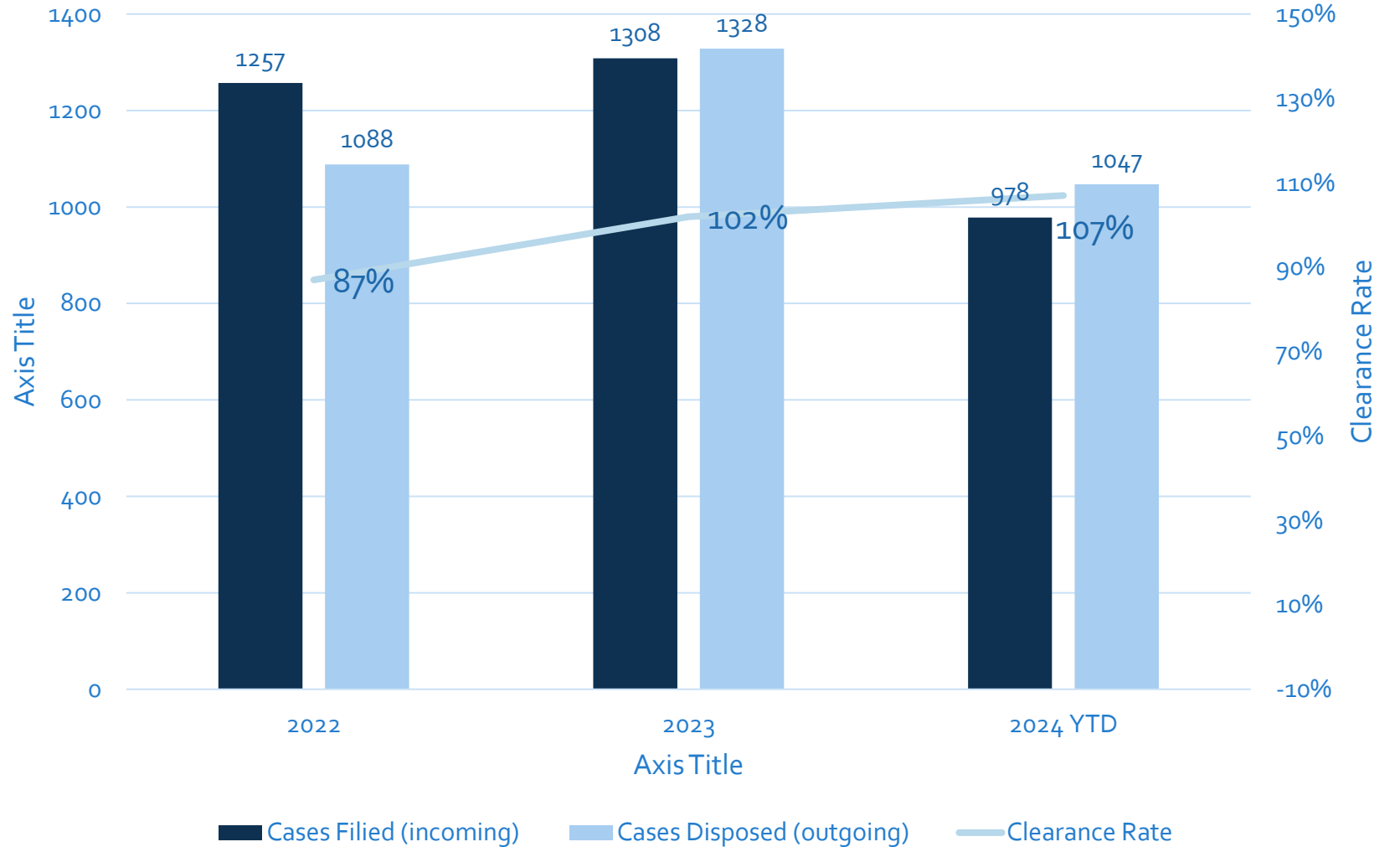
Court and Attorney Data

Court: To show trends in caseload across courts, caseflow activity and processing times, and disposition and sentencing by court. These measures impact many other parts of the justice system and are important for the CJCC to consider as a system.

Attorney: To display trends in caseload and case processing times for prosecution and defense offices. These measures can help the CJCC to consider where to focus their efforts/discussions.

Clearance Rates
are Improving

Case Filings, Dispositions and Clearance Rates



Court Data

Clearance rates improving,
Time to disposition increasing – in every category

2024 averages:
felonies take 437 days,
+126 days since 2022,
and misdemeanors take 408 days,
+118 days since 2022

Clearance Rates increased
87% in 2022 to 107% in 2024

Filings increased from 1257 to 1304
(4% increase)

Dispositions increased from 1088 to
1396 (28% increase)

42% dismissals, 36% guilty pleas, 15%
deferred prosecution, 6% other, and
1.02% trial guilty, .08% trial acquitted

Increasing time disposition: Median
+51 days (208 – 259); average +111
days (302 – 413 days)

Information about the number of pending cases and backlog unavailable.

Court data does not include DUI case filings, only CR case types. "Other" case types include Extraditions and Municipal Court Appeals cases.

Court & Attorney Data

The distributions among filings and dispositions shifted

Recommend developing and utilizing common data metrics for court activity



Filings

- Over the last three years, filings are 50% felony, 45% misdemeanor, and 4% other.
- Among the distribution of filings, there is an increase in misdemeanors from 45% of filings in 2022 to 50% of filings in 2024 while felonies decreased from 54% of filings in 2022 to 46% in 2024.
- Demographics among 2023 DA referrals, race: 59% W, 23% B, 8% other/unknown, 7% H, 1% A; Gender: 70% M and 30% F.



Dispositions

- Over the last three years, guilty pleas decreased 29%, dismissals increased 114%, other increased 237%, trial acquitted increased 33%, and deferred prosecution decreased 5%.
- The number of trials increased 25% since 2022. However, trials as a percentage of all dispositions remain a drop in the bucket (2% of all dispositions).
- DA reasons for 406 dismissals in 2023: 57% dismissed, 27% prosecutorial discretions, 11% insufficient evidence, and 6% interested of justice.



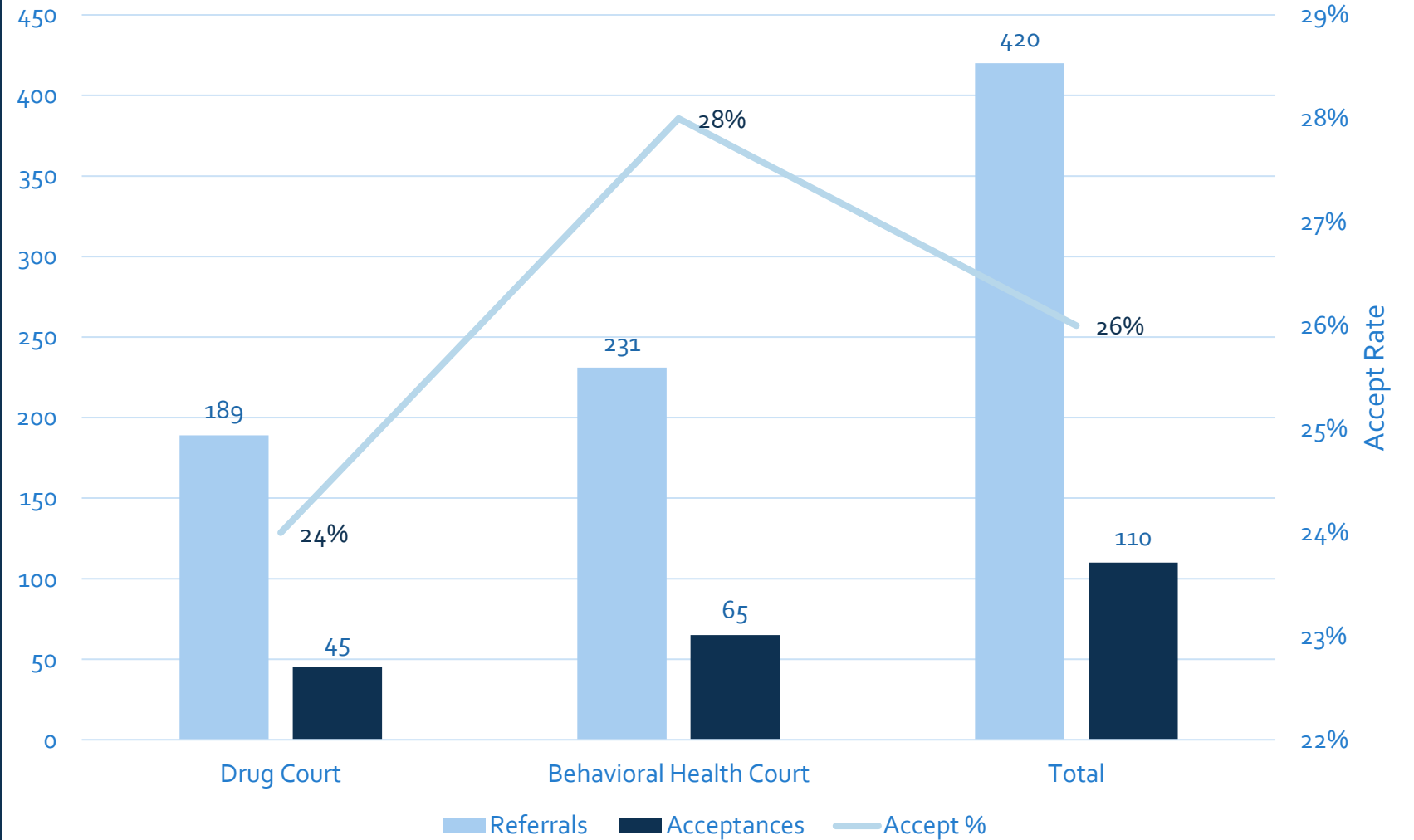
Court data does not include DUI case filings, only CR case types. "Other" case types include Extraditions and Municipal Court Appeals cases. DA dismissal reasons provided in the 2023 District Attorney Annual Report

Treatment Court Data

Purpose: To show trends in use, processing times, and efficacy of treatment/specialty courts. These measures can help the CJCC to consider the impact of these programs and where to focus their efforts/discussions.

Treatment Courts Accept 26% of Referrals

Treatment Court 2022-2024: Referrals and Acceptances



2024 figures based on the annualized estimate

Treatment Court
Majority of referrals are denied.

Consider exploring the referral and enrollment processes, and their impacts on case processing overall.

Avg. 140 Referrals/Year
(63 DC and 77 BHC)

Time to decision increased from 23 days in 2022 to 26 days in 2024.

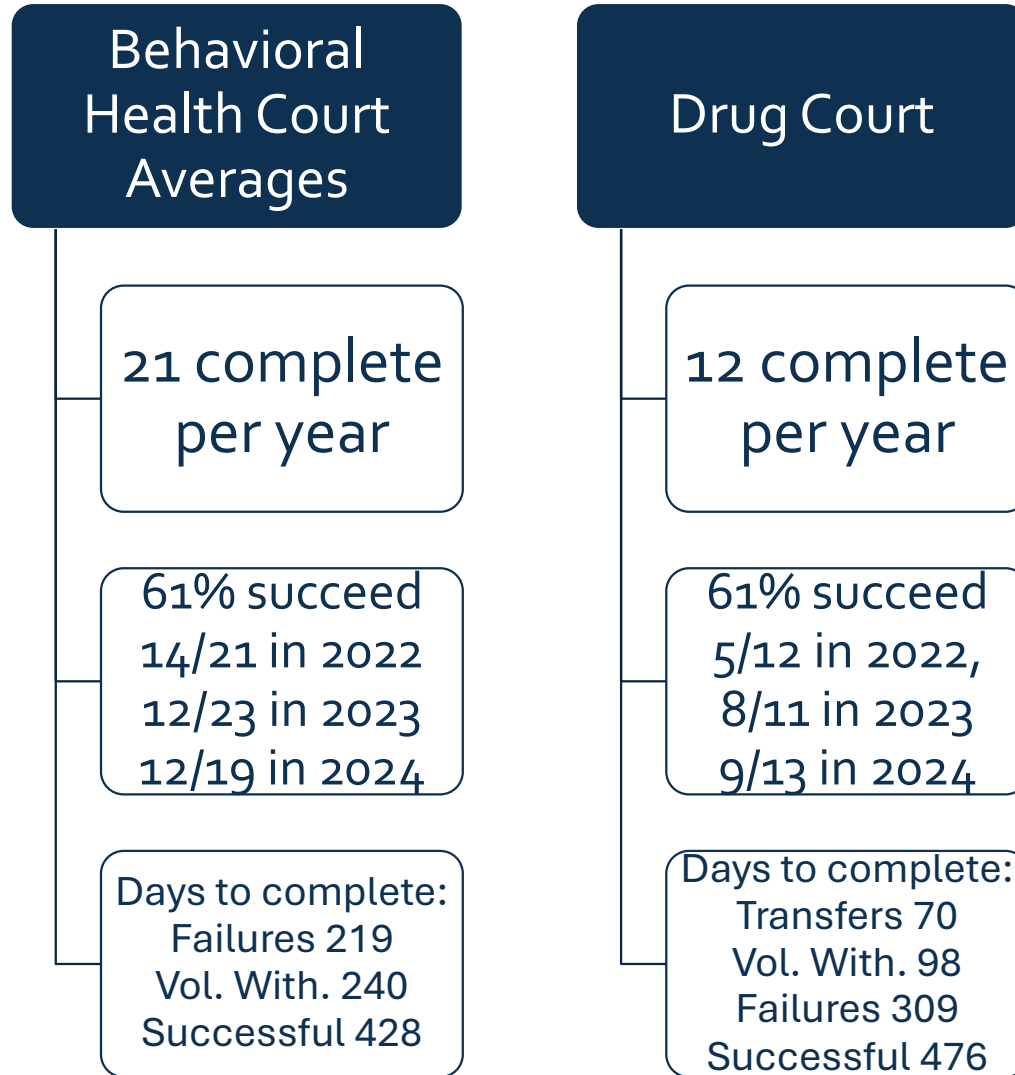
26% Accepted (DC 24% BHC 28%)
(2022-2024: DC 13/63, 16/62, 16/61)
and BHC 25/86, 20/72, 20/73)

Reasons for DC denial: 62% Team
(e.g., not amenable, case related),
38% DA (e.g., history, case related)

Treatment Courts

Very few individuals successfully complete a treatment court, and it takes over 400 days, considerably longer than the District Court's median time to disposition (259 days in 2024).

Consider what happens in these courts that could become more accessible.



Community Corrections Data

Purpose: To show trends in use and outcomes for those sentenced to probation and individuals who make use of available reentry services/programs. These measures can help the CJCC to consider the impact of these programs and services and where to focus their efforts/discussions.

Community Corrections & Court Services
Shifting admissions and caseloads, CC increasing, CS declining.

Consider exploring the reasons behind this shift.

Community Corrections: Caseload Increased from 372 in 2021 to 474 in 2023 (+27%)

- Admissions increased 27% (129-164)
 - Crime categories: Other Non-Person (45%), Other Person (28%), DUI (10%), Drugs/SB 12 (9%), Sex Offense (5%), and Domestic (3%)
- Supervision levels: Unclassified* (30%), Moderate (29%), High (20%), Low Moderate (16%), Low (5%)

Court Services: Caseload decreased from 303 in FY2022 to 293 in FY2024 (-10%)

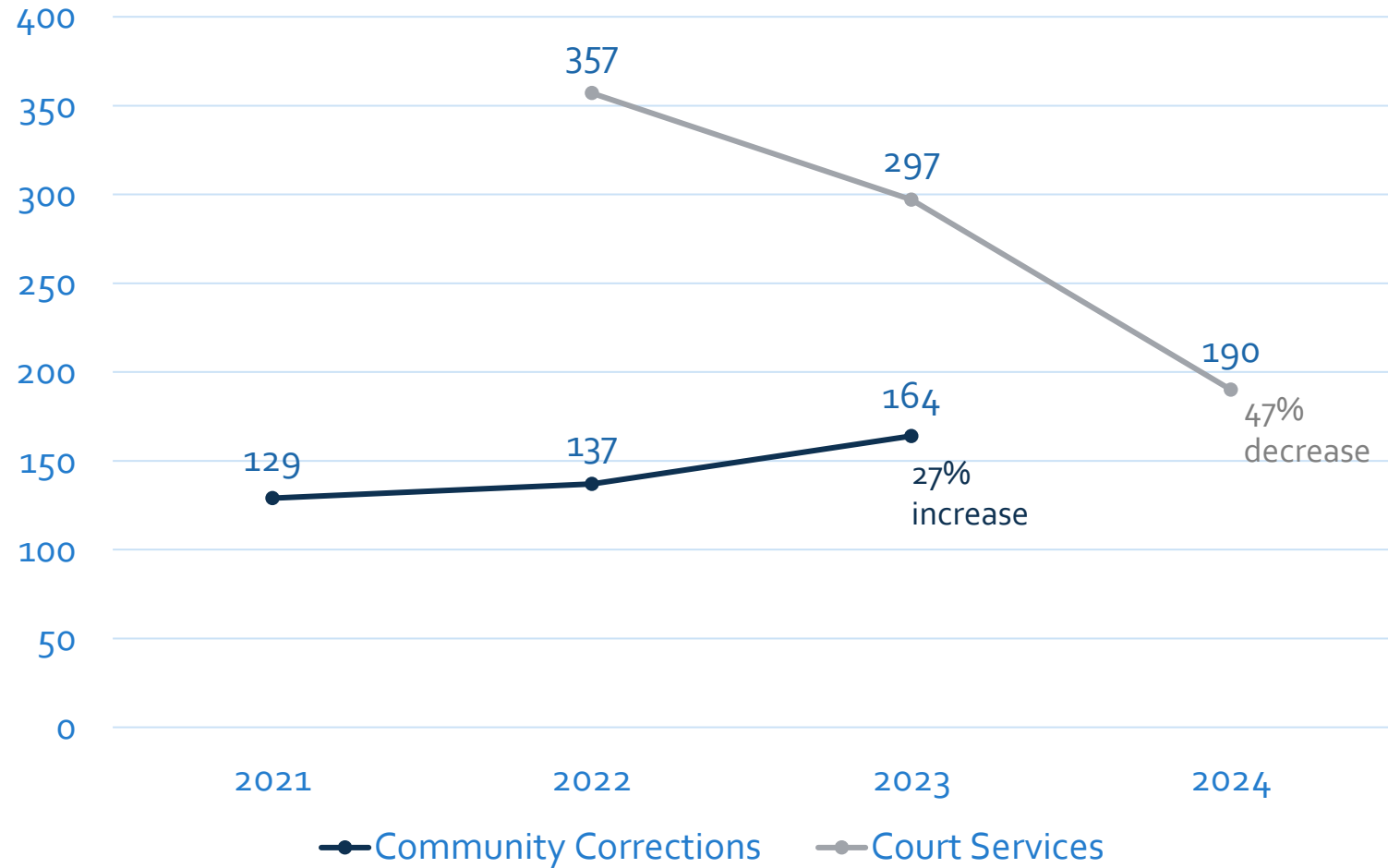
- Admissions declined 47% (357-190)
 - Felonies (116-90, -22%) and misdemeanors (241-100, -59%)
 - Crime categories: 37% felony and 63% misdemeanor
- Supervision levels: 4% Administrative, 36% Minimum, 48% Medium, and 12% Maximum

**Unclassified indicates that clients have not completed a risk assessment. While in Unclassified status, these clients are supervised according to High-Risk standards.*

Community Corrections New Admissions

Court Services & Community Corrections

Post-Conviction Supervision: New Admissions*



*Court Services admissions calculated on fiscal year, Community Corrections on calendar year.

Community Corrections

Discharges on the rise, overall, 65% successful.

Consider exploring the 'Unclassified' population, 30% of the caseload and lowest success rate.

From 2021 to 2023, 57% (49) more individuals discharged (86 to 135)

- 28 More successful discharges +47% (60 2021 to 88 in 2023),
- 25 More unsuccessful discharges +125% (20 to 45), includes revocations +123% (13 to 29), and closed by court +129% (7 to 16),
- 4 Fewer Other discharges -67% (6 to 2)

In 2023, among all discharges:

- 65% (91) Successful, 21% (29) Unsuccessful Revocation, 11% (16) Unsuccessful Closed by Court, and 3% (4) Other
- Success rates decreased as the supervision level increased (89% success among low, down to 50% success among high), unclassified lowest (44%)
- Among all revocation reasons from 2021 to 2023, condition violations occurred the most (61%, 43), followed by new felony (37%, 26), and new misdemeanor (1%, 1)

2023 Discharge Demographics

- Age: 18-25 – 10%, 26-35 – 36%, 36-45 – 36%, 46-55 – 8%, 56 and older – 10%
- Gender: 79% Male and 21% Female
- Race: American Indian or Alaska Native – 6%, Asian or Asian American – 1%, Black or African American – 20%, White – 67%, Some Other Race – 1%

System Resources Data (unavailable)

Purpose: To show trends in staffing and resources across criminal justice agencies. This can help the CJCC to consider the capacity of stakeholder agencies and the ability to plan strategically as a system.

Focus Groups

The goal of the focus groups was to engage those closest to the work and impacted community members in the strategic planning process.

On October 8-9, 2024, JMI conducted 6 focus groups in Douglas County, with a total of **42 participants**.

Focus group results were incorporated into the survey (detailed in the next section).

Focus Groups:

1. Community members/directly impacted individuals
2. Court administration personnel (e.g., clerks and assistants)
3. Community Corrections, Court Services & Pretrial personnel
4. Law enforcement & detention personnel
5. Service providers & victim advocates
6. Prosecutorial personnel and defense counsel

The same 5 questions were asked of each focus group:

1. What does the Douglas County justice system currently do well?
2. What are key data points that tell you how well your system is performing?
3. What are opportunities for improvement in the Douglas County justice system?
4. What is the public perception of the Douglas County justice system?
5. What message would you like us to bring back to the CJCC?

Themes

What does the Douglas County justice system currently do well?

- Collaboration
- Heightened awareness of issues (jail population and length of stay, mental health, unhoused)
- Willing to invest time and attention to address problems, try new things, and be creative
- Shared values to safely use community resources and limit unnecessary jail use
- The system has a wide variety of resources, programs, alternatives, services, etc.

Themes

What are the key data points that let you know how well your system is performing in the local criminal justice system?

- General perception that the system utilizes data; however, few identified data on which they rely.
- Many described ways in which they enter data, few had examples of usage after.
- There were a variety of data points identified for which participants would like to see:
 - Procedural fairness and case processing efficiency measures
 - Metrics that show appropriate use of programs and services
 - Measures of program efficacy, capacity to treat root causes not just the symptoms, and the ability to know the extent to which those served are better off
 - Contributing factors to success and failure
 - Overall trends, patterns, and practices across the system

Themes

What are opportunities for improvement in the Douglas County justice system?

1. Communication, information-sharing, and training
2. Resource management - perception that Douglas County has a variety of resources, but resources are not well-utilized and not much is known about their effectiveness
3. Reduce barriers and wait times for out-of-custody population
4. Medication management and accessibility
5. Consistency in the courts

Additional detail on these five opportunities are detailed on the following slides...

Opportunity #1: Communication, information- sharing, and training

- Provide public educational opportunities to learn more about the system and what actually happens.
- Increase awareness for each stakeholder's role and the importance of adequate funding and support.
- Share success stories both amongst stakeholder agencies and with the public.
- Work with the media to improve the narrative.
- Continue using reentry simulation broadly.
- Improve communication and cross training between agencies.
- Evaluate de-escalation training for law enforcement.

Opportunity #2: Resource Management

- Lack of understanding about proper usage/criteria for programs and services.
- Resources may be wasted on some who may not need it, while others fall through the cracks or not offered necessary services.
- Resources are not proactive/prevention-focused, but more reactive. Often treat the symptom rather than the root causes.
- Implement and/or increase peer support throughout the system.
- Need for training in what works for courts, prosecution, and defense so they can better support appropriate use of available resources.
- Duplicative efforts by service providers could benefit from better communication and data sharing between providers. It can also reduce the potential for confusion and/or manipulation.

Opportunity #3: Reduce barriers and wait times for out-of-custody population

- Prevention (being proactive rather than reactive).
- Identify challenges to success with individuals before referrals (set people up for success not failure).
- Increase diversion opportunities.
- Consider creation of a self-help center where people in- and/or leaving- the system can go for direction and support (“Reentry Hub”).
- Improve transportation to treatment providers (“Treatment Transport Unit”).
- Improve access to interpreter services and Spanish-speaking treatment options.
- Housing for justice-impacted individuals, not just those in jail, and especially for those with a criminal record.
- Establish more peer support for reentry outside the jail.

Opportunity #4: Medication management and accessibility

- Make mental health evaluations more available inside the jail and engage clients in services (including medication) before they leave.
- Easier access to medication out of custody (reduce barriers and wait times).
- Elevate medication management as an important preventative measure.
- Consider creation of Mobile Medication Unit.

Opportunity #5: Consistency in the courts

- Improve consistency in court procedures and timing (overall and court to court).
- Charging and sentencing decisions, response to community supervision recommendations, handling of DV cases (especially no contact orders and honoring victim decisions not to testify), use of PSIs, and responsiveness to community supervision violations.
- Inconsistencies impact perception of procedural fairness and trust.
- Create a peer court navigator resource for District and Municipal Courts.
- Support restrengthening the defense bar.
- Implement online payment options for courts.
- Evaluate requests for, use and timing of PSIs.

Themes

What is the public perception of the Douglas County justice system?

- Two opposite perspectives within the community:
 1. The criminal justice system is too heavy handed.
 2. The criminal justice system is not heavy handed enough (or not doing enough to solve problems).
- Distrust in certain agencies.
- Need for more education and information sharing.

Themes

What message would you like us to bring back to the CJCC?

- Appreciation and support for the CJCC.
- Believe in us, support us, and take our input seriously. We are passionate about our work. We work hard each day to honor and uphold our duties and responsibilities.
- Be more proactive rather than reactive, get to the root cause.
- Provide more education, training, and information-sharing.
- The criminal justice system should be more consistent.
- Be aware of a trend in juveniles involved in sexual related incidents with other juveniles. If not addressed, these behaviors will soon impact the adult system.

Strategic Planning Survey

Between October 24 and November 4, 2024, a survey was broadly disseminated to gather feedback from those who live and work in Douglas County to understand common perceptions and help identify priorities for the CJCC to consider.

196 total respondents

44% (87)

Community Members

28% (55)

Employees in Criminal Legal System

12% (23)

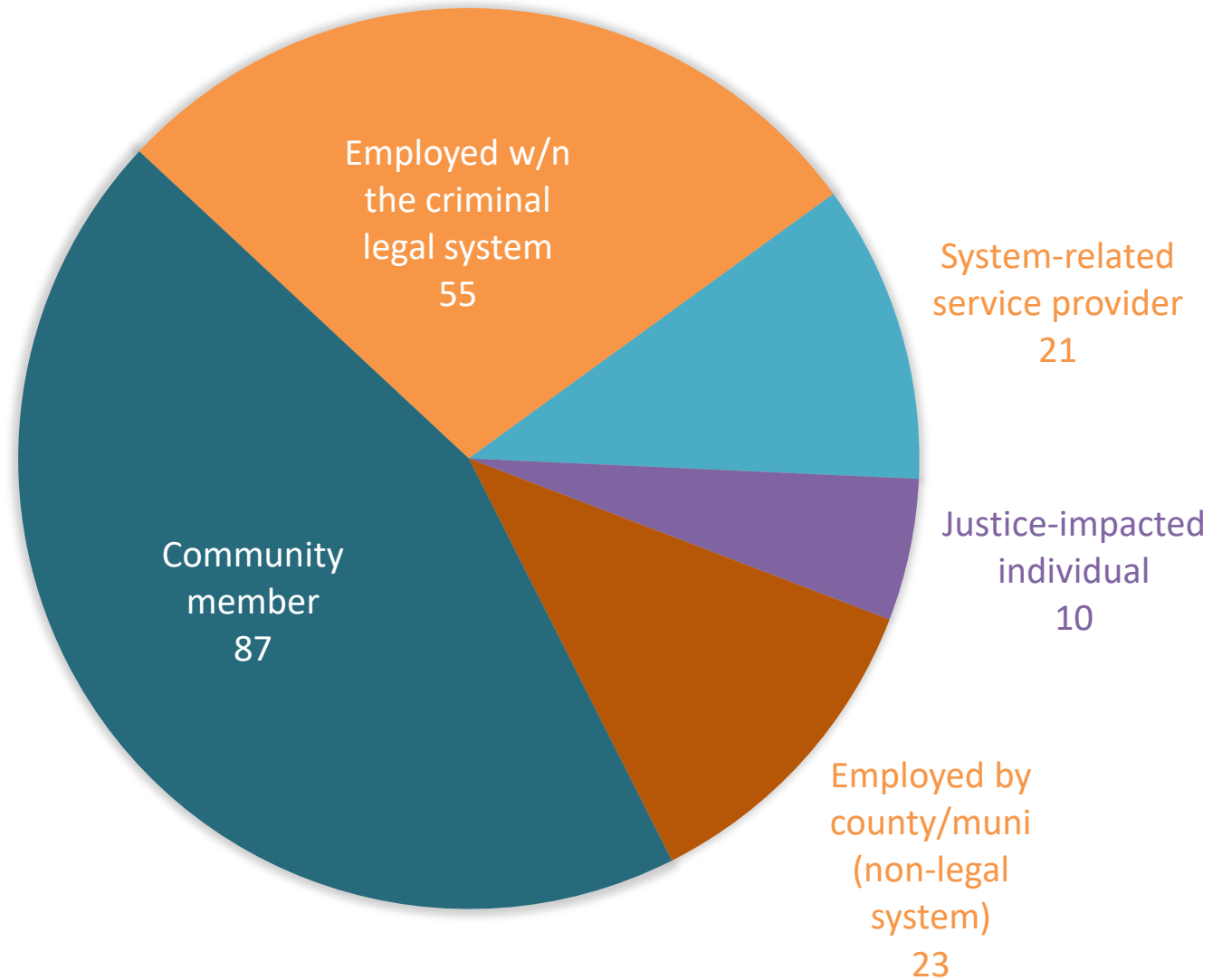
Employed by County/Municipality
(non-criminal justice)

11% (21)

System-Related Service Providers
(non-government)

5% (10)

Justice-Impacted Individuals
(currently or formerly)



Division of Survey Responses

For the purposes of this analysis, responses were divided into two categories.

Criminal Legal System Respondents

- Employed within the criminal legal system in Douglas County or one of its municipalities
- Employed by a non-governmental organization that provides direct services/programming to justice-involved individuals within the community

76 Total

“Criminal Legal System Respondents”

Non-Criminal Legal System Respondents

- Employed within Douglas County or one of its municipalities, but outside of the criminal legal system
- Currently or formerly justice-impacted individual
- Community member

120 Total

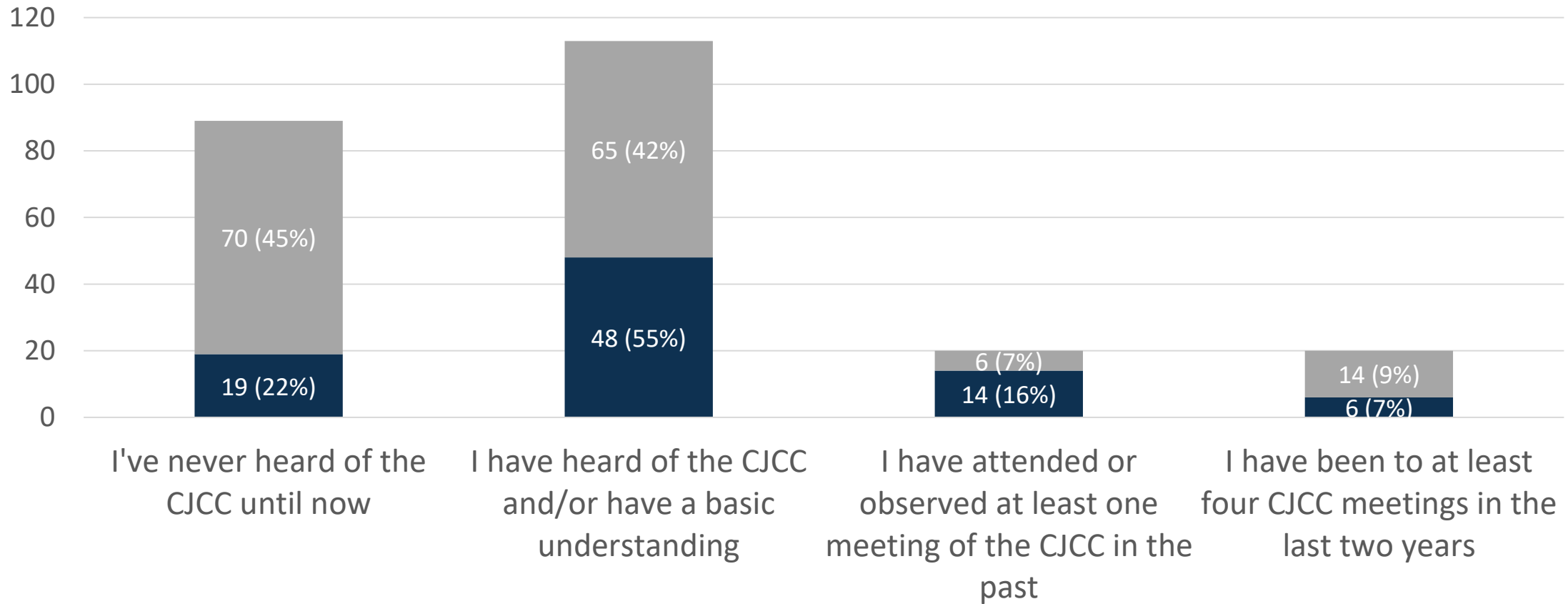
“Other/Community”

Knowledge of CJCC

All survey respondents were asked about their awareness of the Douglas County CJCC.

Choose the option that best describes your knowledge of the Douglas County CJCC

■ Criminal Legal System Respondent ■ Other/Community



Strengths

The following questions about the strengths of the Douglas County criminal legal system were asked of all survey respondents.

In Summary:

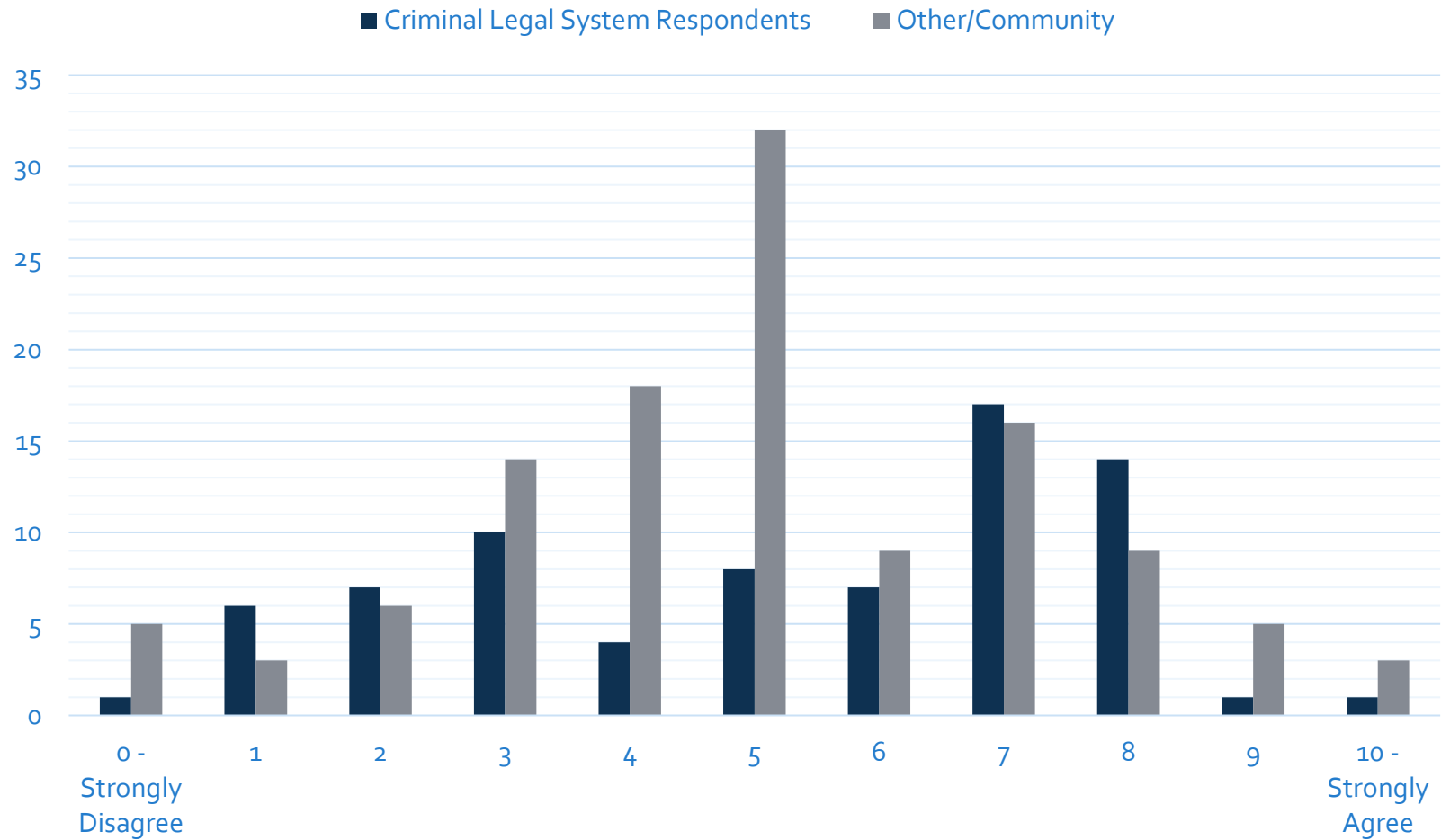
All respondents **42% agreed**
(38% disagreed, 20% neutral)

Community respondents
38% disagreed
(35% agreed, 27% neutral)

System respondents
53% agreed
(37% disagreed, 11% neutral)

Scores 0-4 = Disagreed
Score 5 = Neutral
Scores 6-10 = Agreed

The Douglas County criminal legal system is collaborative



Total responses: 196 (76 criminal legal / 120 comm/other)

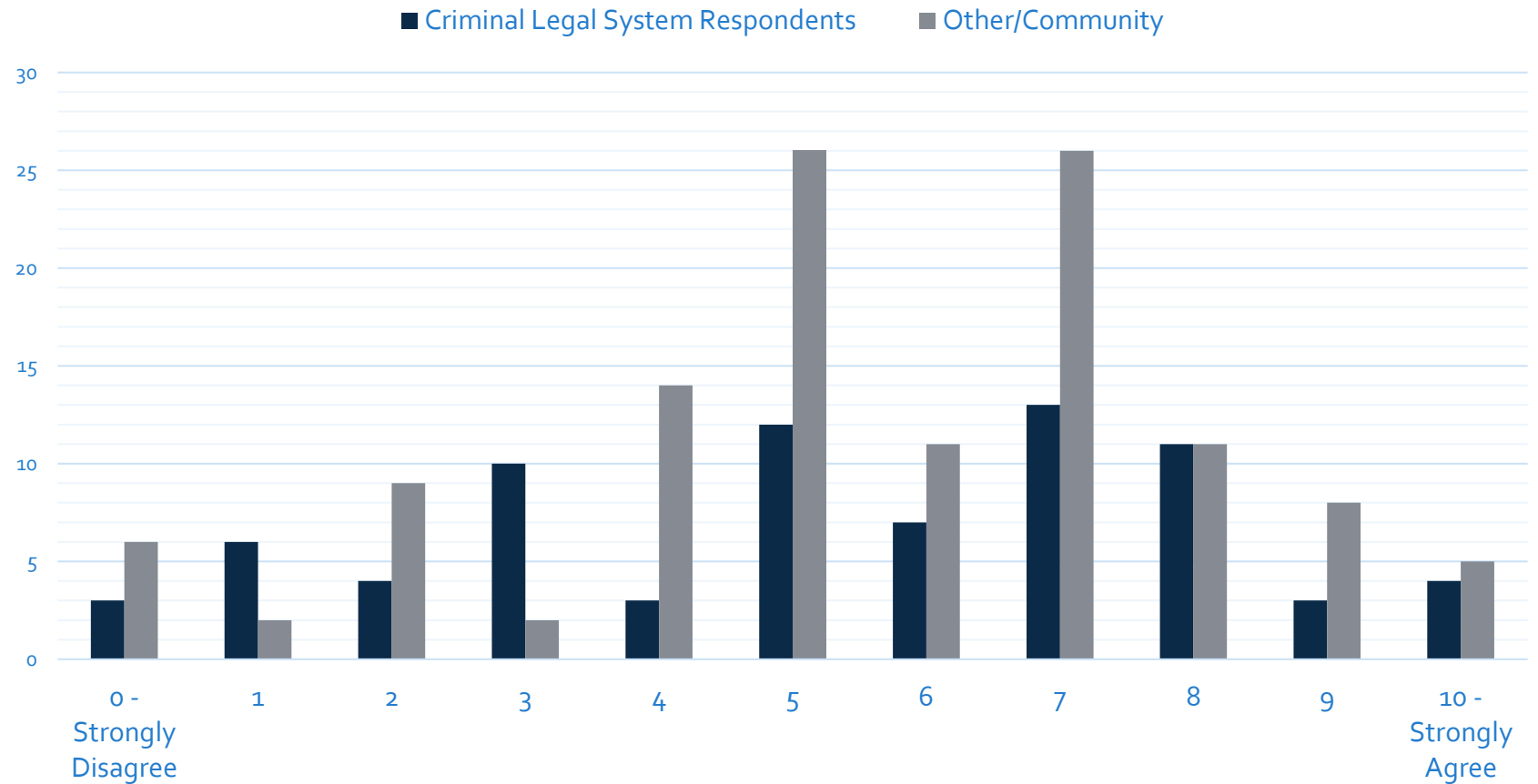
In Summary:

All respondents **51% agreed**
(30% disagreed, 19% neutral)

Community respondents **51% agreed**
(28% disagreed, 22% neutral)

System respondents **50% agreed**
(34% disagreed, 16% neutral)

The Douglas County criminal legal system has a heightened awareness of issues within the criminal justice system



Total responses: 196 (76 criminal legal / 120 comm/other)

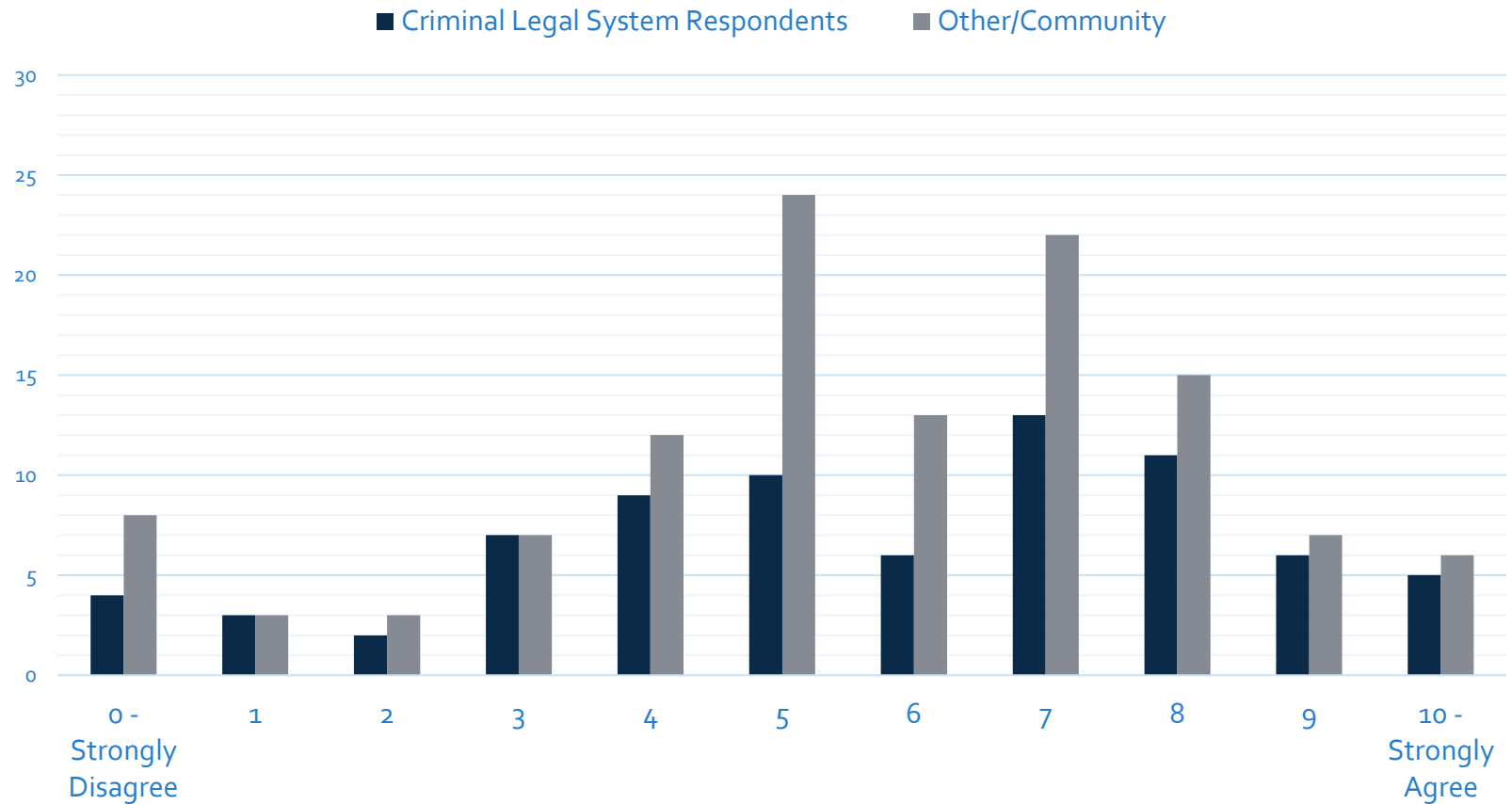
In Summary:

All respondents **53% agreed**
(30% disagreed, 17% neutral)

Community respondents **53% agreed**
(28% disagreed, 20% neutral)

System respondents **54% agreed**
(33% disagreed, 13% neutral)

The Douglas County criminal legal system is willing to invest time and attention to address problems, try new things, and be creative



Total responses: 196 (76 criminal legal / 120 comm/other)

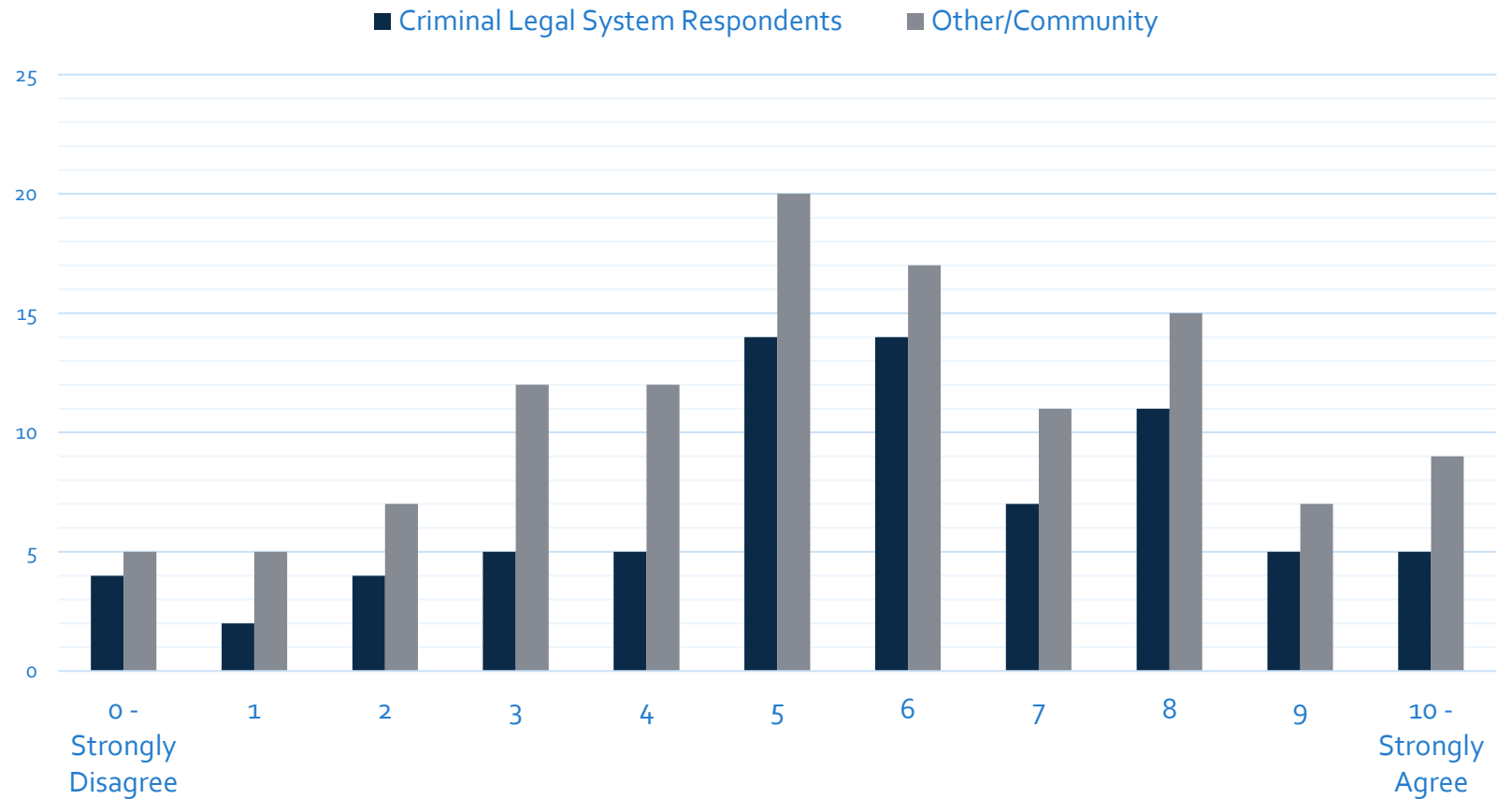
In Summary:

All respondents **52% agreed**
(31% disagreed, 17% neutral)

Community respondents **49% agreed**
(34% disagreed, 17% neutral)

System respondents **55% agreed** (26% disagreed, 18% neutral)

There is a commonly shared value in trying to safely use community resources and limit unnecessary jail use in the Douglas County criminal legal system



Total responses: 196 (76 criminal legal / 120 comm/other)

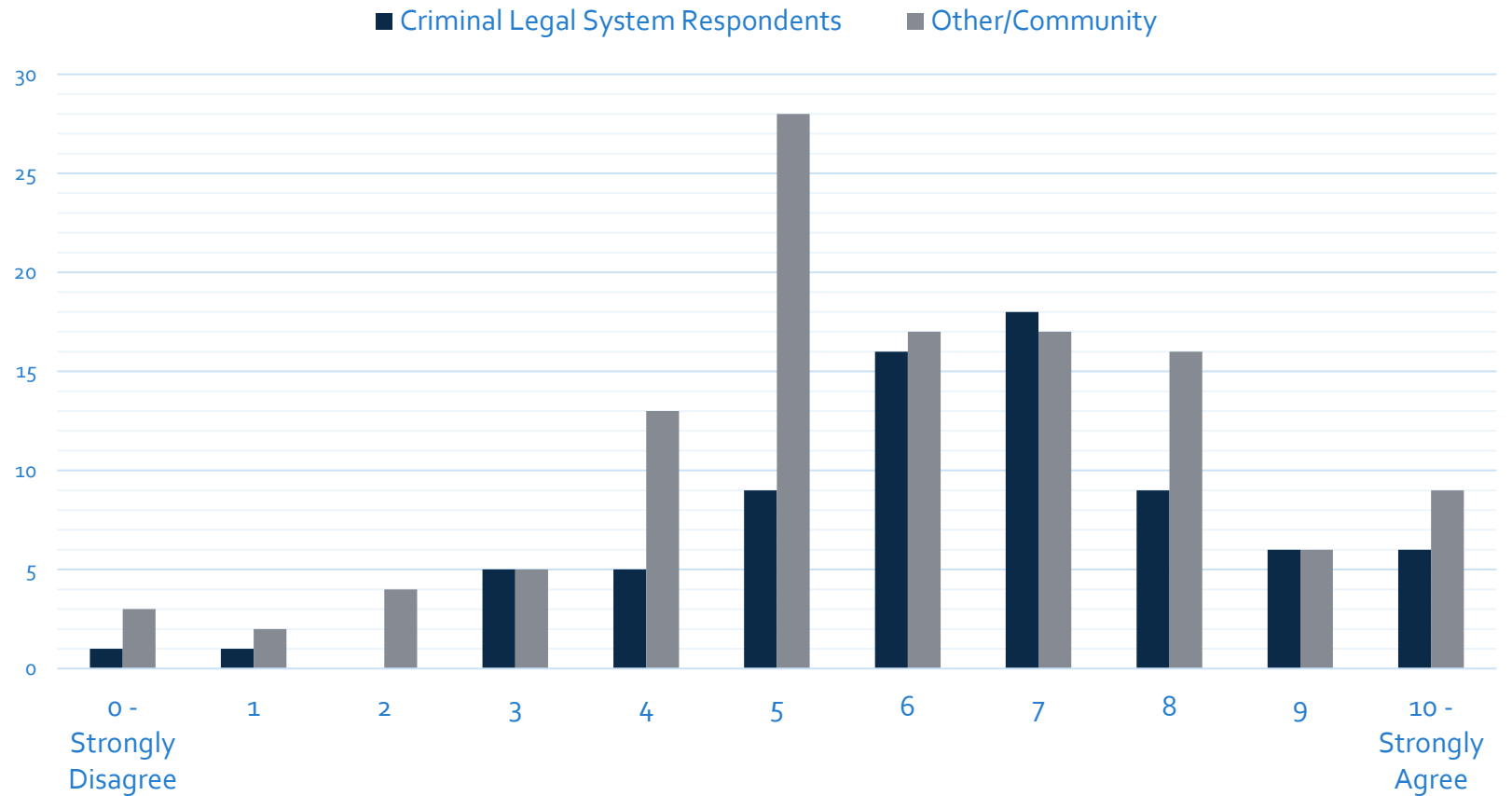
In Summary:

All respondents **61% agreed**
(20% disagreed, 19% neutral)

Community respondents **54% agreed**
(23% disagreed, 23% neutral)

System respondents **72% agreed**
(16% disagreed, 12% neutral)

The Douglas County criminal legal system has a wide variety of resources, programs, alternatives, and/or services



Total responses: 196 (76 criminal legal / 120 comm/other)

Data

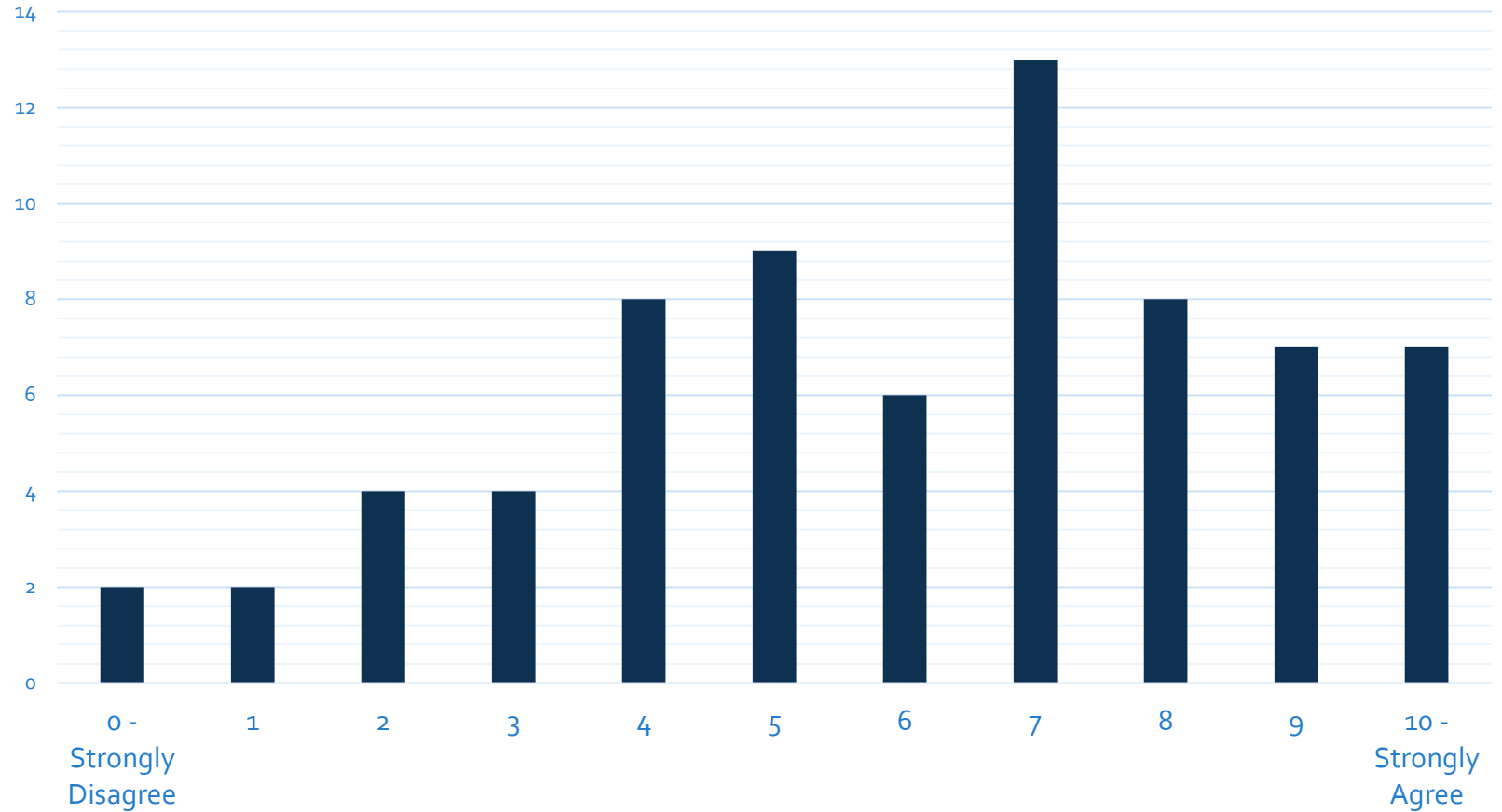
The following questions about data were asked of the criminal legal system respondents only.

Of the 76 criminal legal system respondents, six skipped the remainder of the survey.

In Summary:

System respondents
59% agreed
(29% disagreed, 13% neutral)

I have basic information about how many people are served across each point in the Douglas County criminal legal system *(criminal legal system respondents only)*



Total responses: 70 criminal legal system respondents

Which of the following data measures would you find helpful to know how your local criminal legal system is performing? (Check all that apply)

Procedural fairness and case processing efficiency measures (e.g., timeliness, charging decisions, continuances, speedy trial, plea/trial, and disposition patterns, etc.)



Metrics that show appropriate use of programs and services (using the right resources for the right person at the right time)



Measures of program efficacy, capacity to treat root causes not just the symptoms, and the ability to know the extent to which those served are better off (or not)



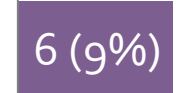
Contributing factors to success and failure (identifying and addressing common needs and removing the barriers)



Overall trends, patterns, and practices across the system (service utilization, crime patterns, activity among law enforcement, courts, community supervision, etc.)



Other (please specify)



Total responses: 70 criminal legal system respondents

Do they have access to these data measures?

Yes - I generally have access	11%
No - I do not have access	27%
Limited - I only have limited access	39%
Unsure	23%

Total responses: 70 criminal legal system respondents

Other data measures?

Six respondents chose “other” data measures, and the open-ended responses have been summarized.

Respondents would also like to have access to data about:

- How we measure success and the extent to which we are successful.
- Recidivism rates.
- Law enforcement data on interactions with the community.
- Success rate of people transitioning out of the legal system and working for an extended period.
- Not measures for academics to use, but criminal allegations (especially serious felonies).

Priorities

A set of potential priorities were developed from the focus groups. The criminal legal system respondents were asked to rank the level of importance of each priority.

Of the 76 criminal legal system respondents, seven skipped the remainder of the survey.

ON A SCALE OF 1 (NOT IMPORTANT) TO 10 (VERY IMPORTANT), HOW WOULD YOU RATE THE FOLLOWING IN TERMS OF IMPORTANCE?	AVERAGE SCORE
1. Improve consistency throughout the system	8
2. Improve management of resources (i.e., utilization, efficacy, and efficiency)	7
3. Reduce barriers and wait times for resources available to out-of-custody population	7
4. Improve communication, information-sharing, and training opportunities among and across criminal justice agencies	7
5. Improve communication and information-sharing with the community and media	5

Other Priorities?

Five respondents offered additional priorities for consideration. Themes from those open-ended responses have been summarized.

1. Law Enforcement and Community Relations
2. Service Provider Accountability
3. Offender Accountability
4. Mental Health and Trauma Considerations

Community Perspective

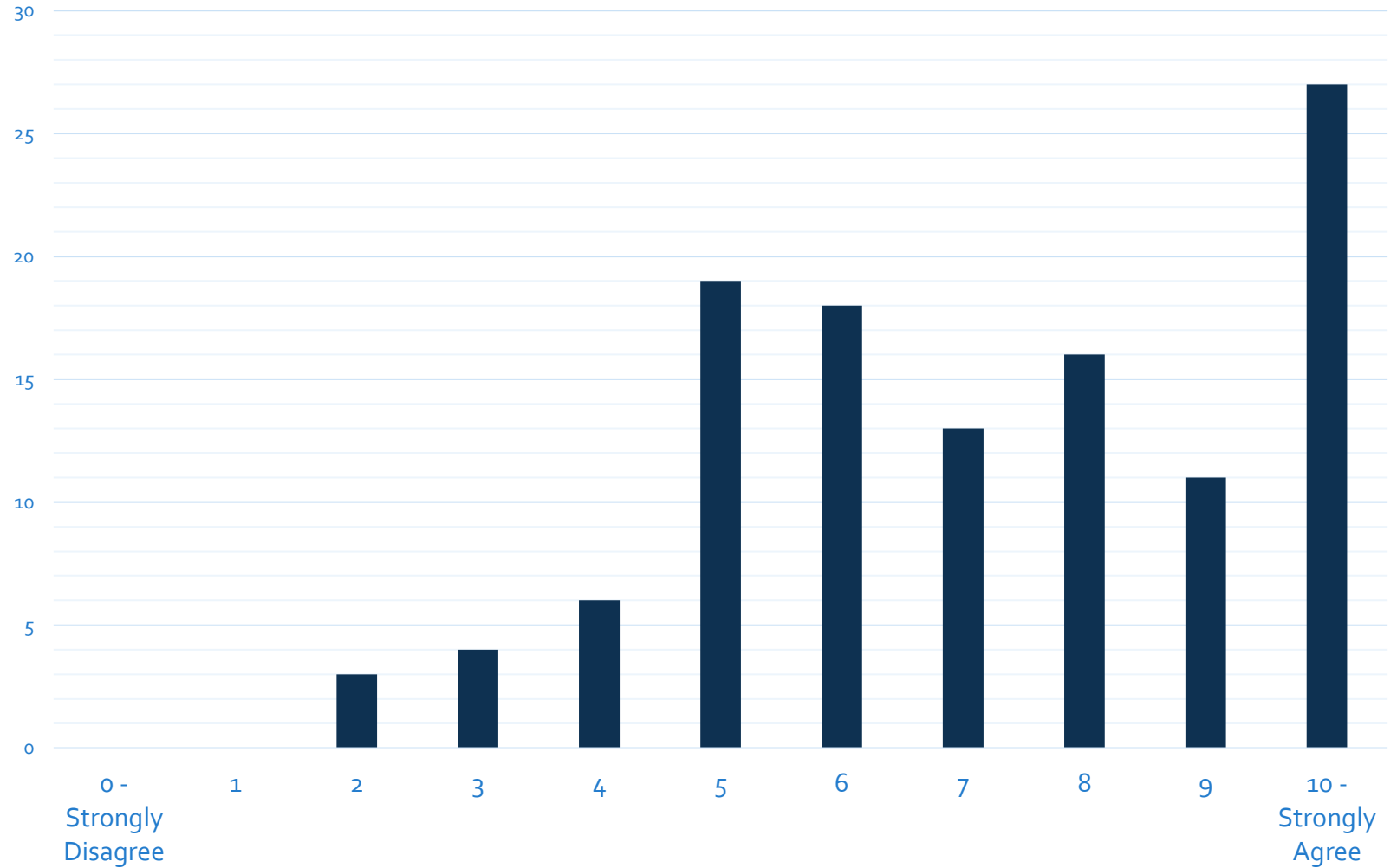
The community/other respondents were asked to provide their perspective on the criminal legal system in Douglas County.

Of the 120 community/other respondents, three skipped the remainder of the survey.

In Summary:

Community respondents
73% agreed
(11% disagreed, 16% neutral)

I understand how my local legal system works.

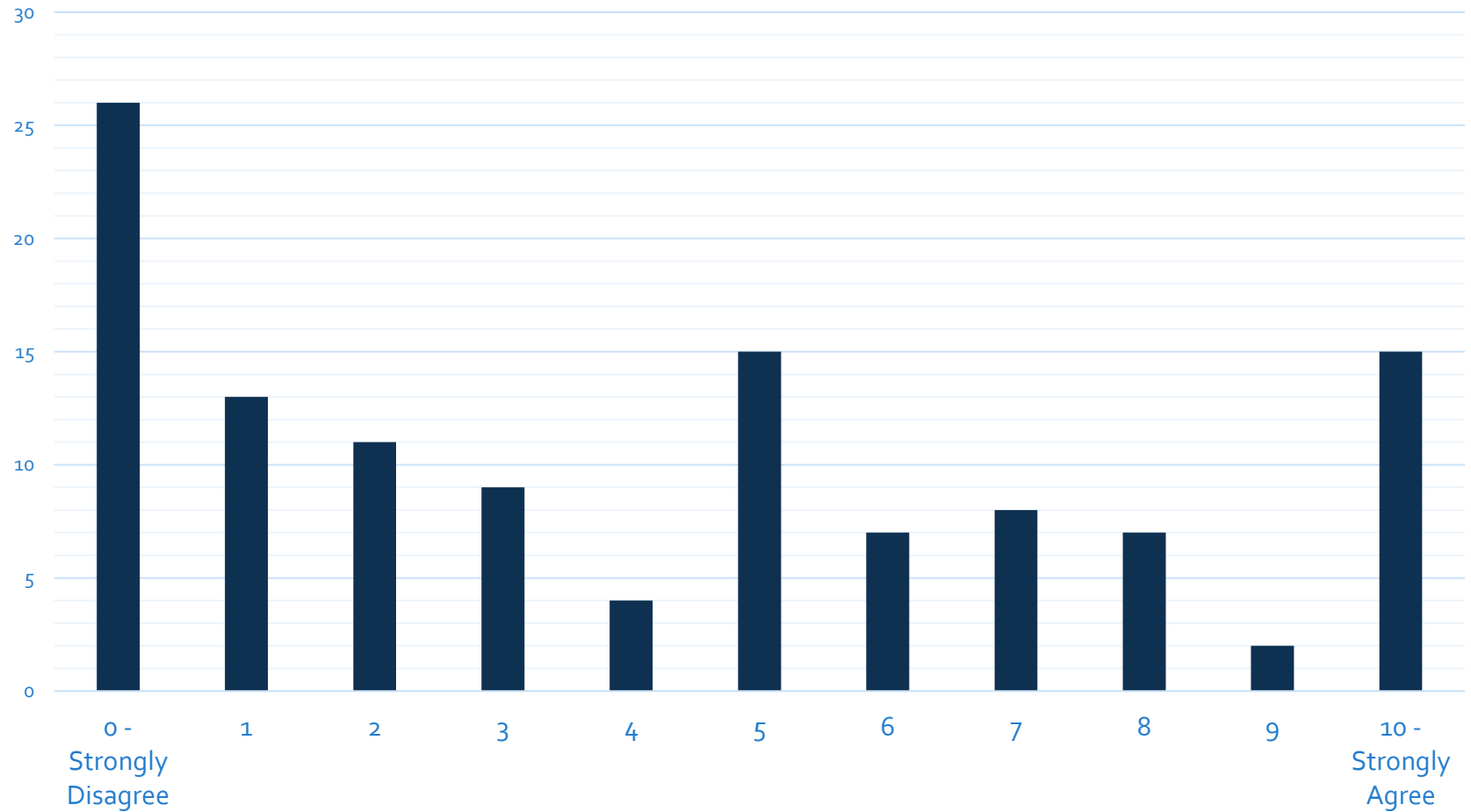


Total responses: 117 community/other respondents

In Summary:

Community respondents
54% disagreed
(33% agreed, 13% neutral)

I have been personally impacted by the local legal system here in Douglas County.

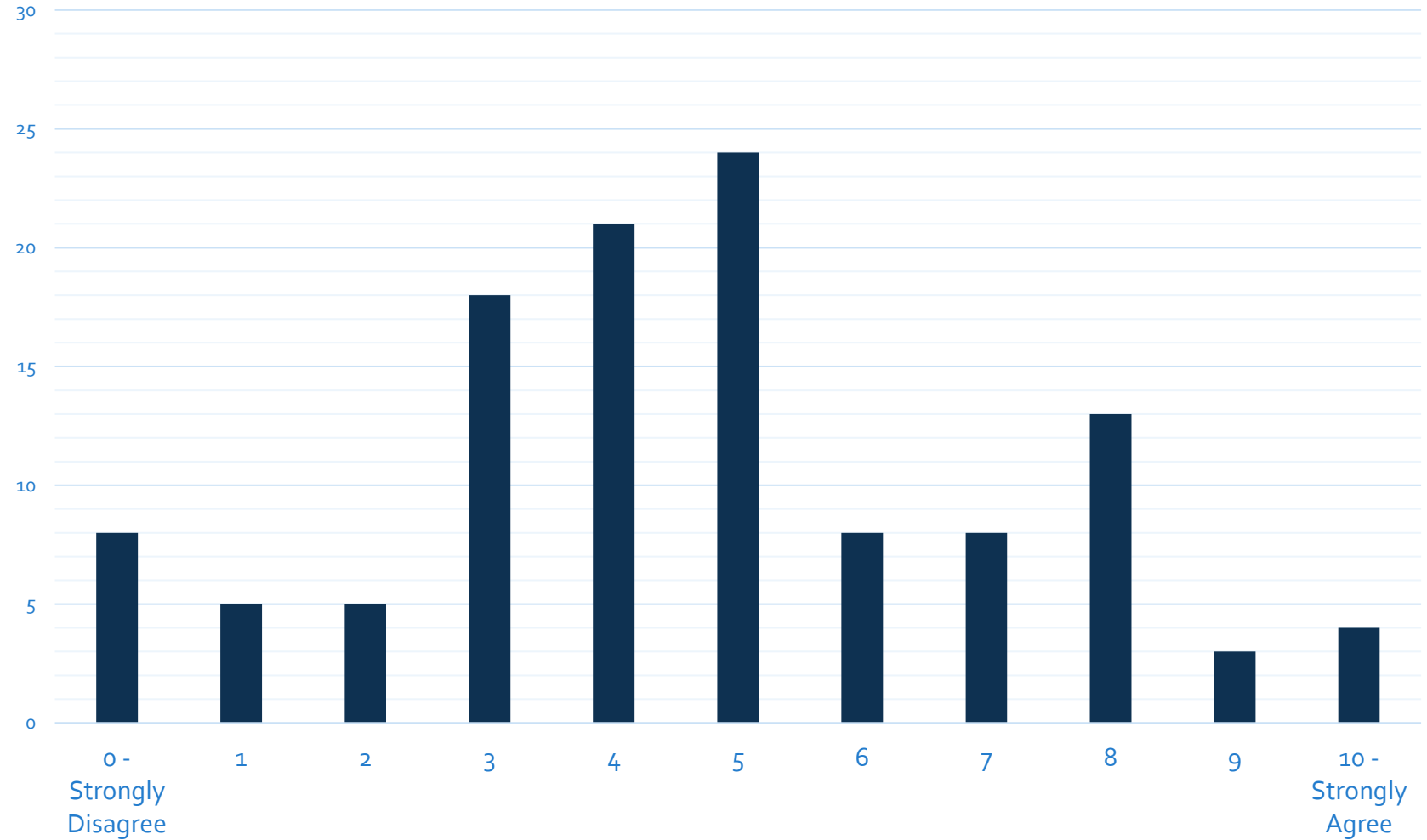


Total responses: 117 community/other respondents

In Summary:

Community respondents
49% disagreed
(31% agreed, 21% neutral)

I believe the local legal system treats people fairly.

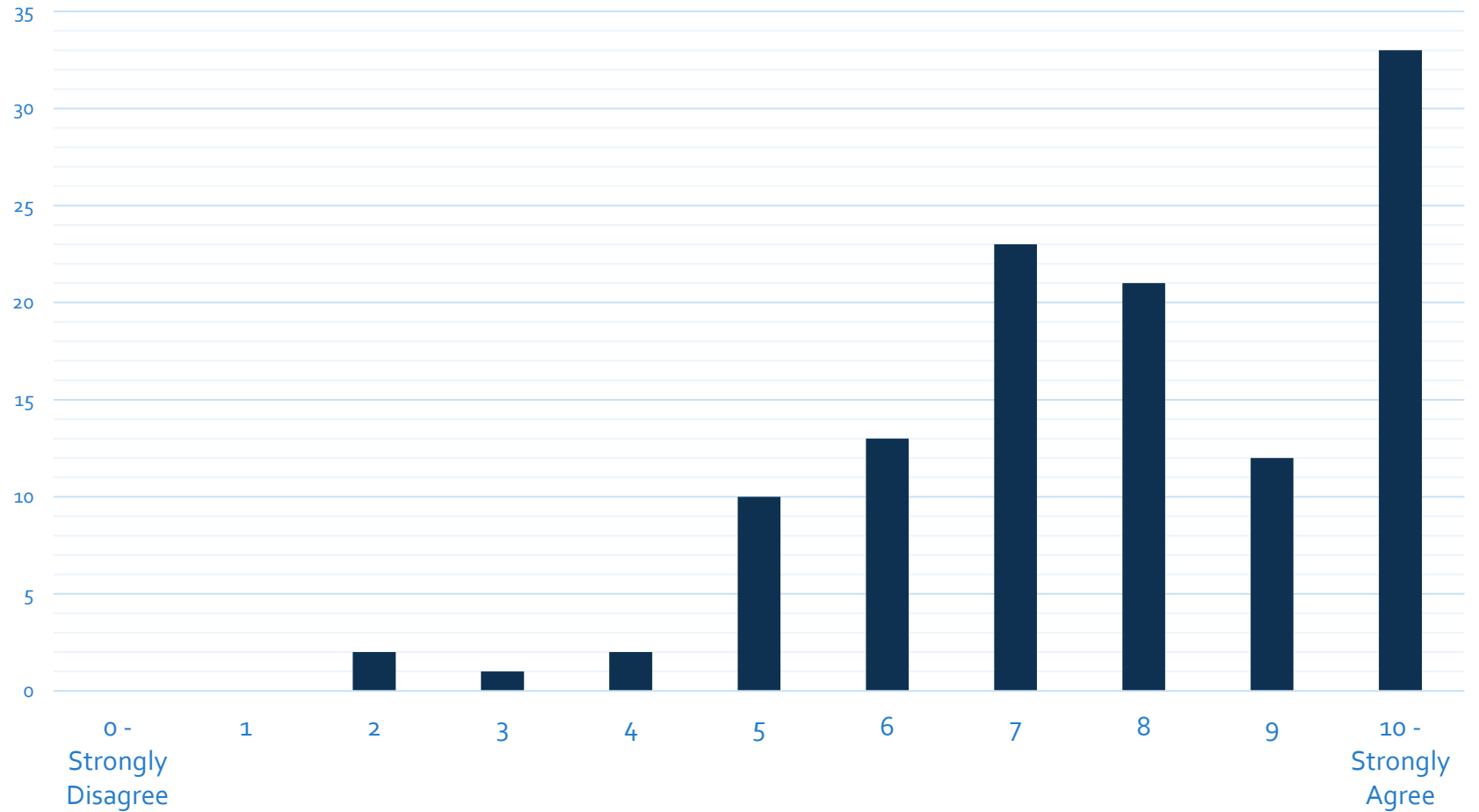


Total responses: 117 community/other respondents

In Summary:

Community respondents
87% agreed
(4% disagreed, 9% neutral)

I believe that improvements to the local legal system are needed in Douglas County.

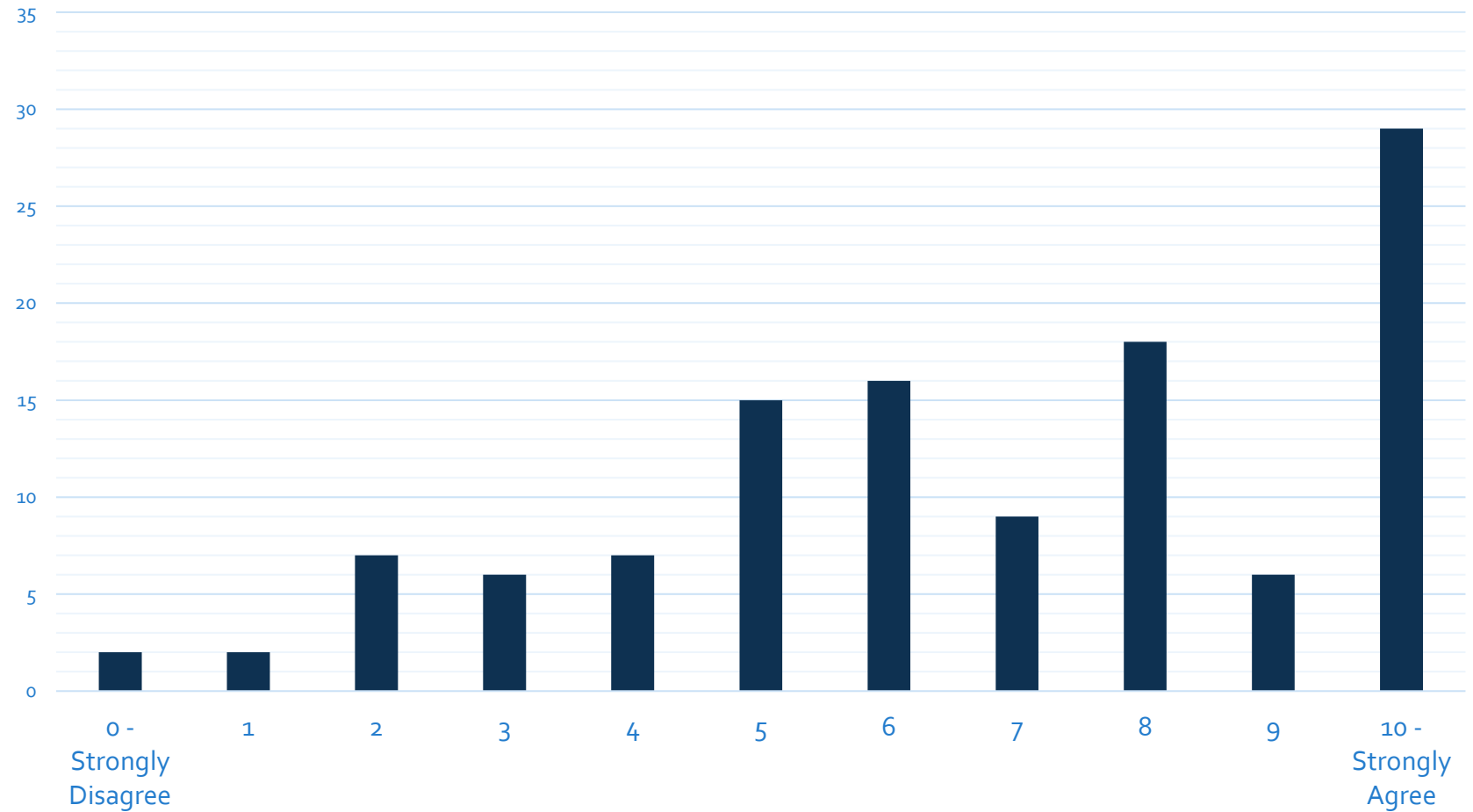


Total responses: 117 community/other respondents

In Summary:

Community respondents
67% agreed
(21% disagreed, 13% neutral)

I am concerned about safety in the Douglas County community.

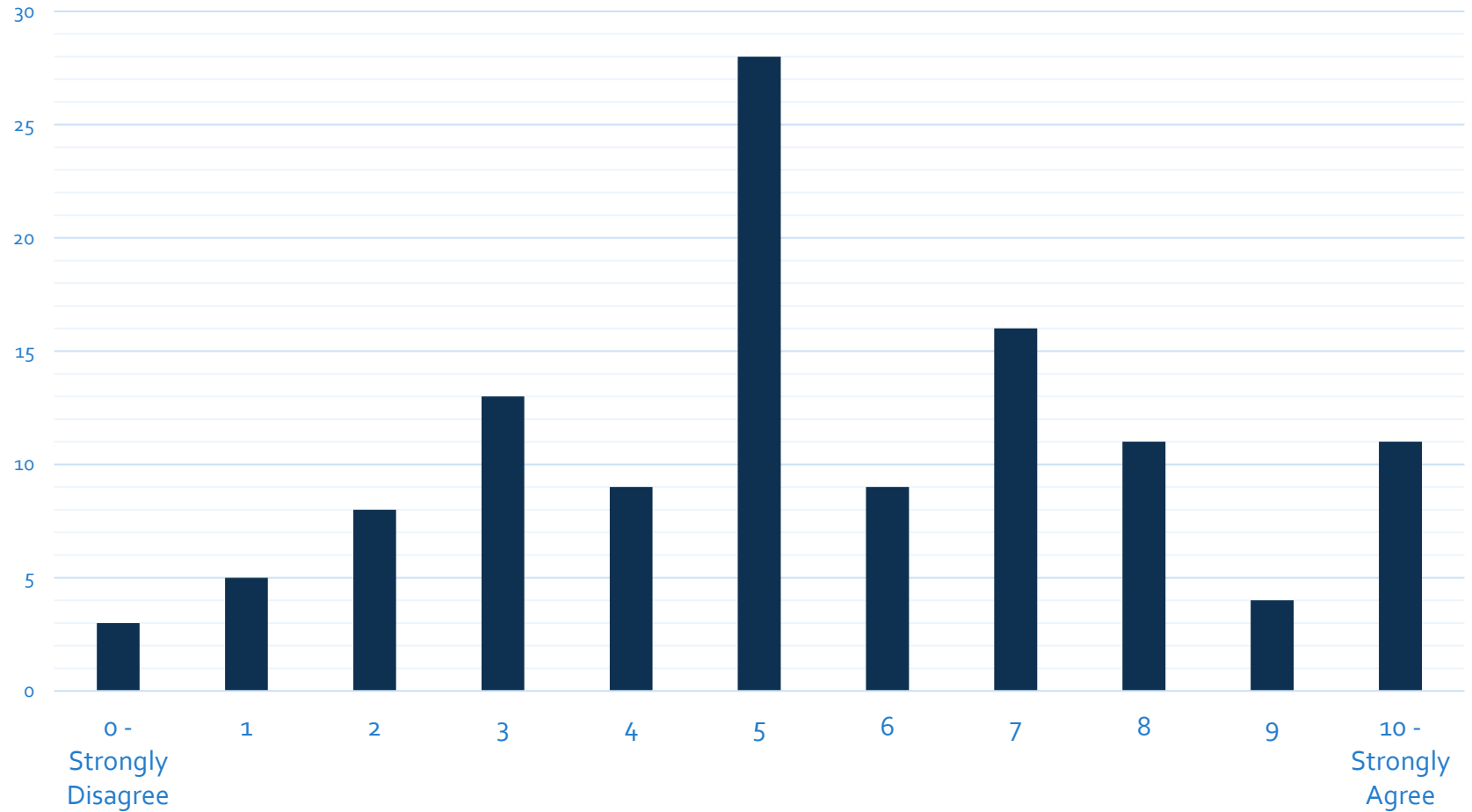


Total responses: 117 community/other respondents

In Summary:

Community respondents
44% agreed
(14% disagreed, 32% neutral)

I am able to access information and data about the criminal legal system to understand how it is functioning.

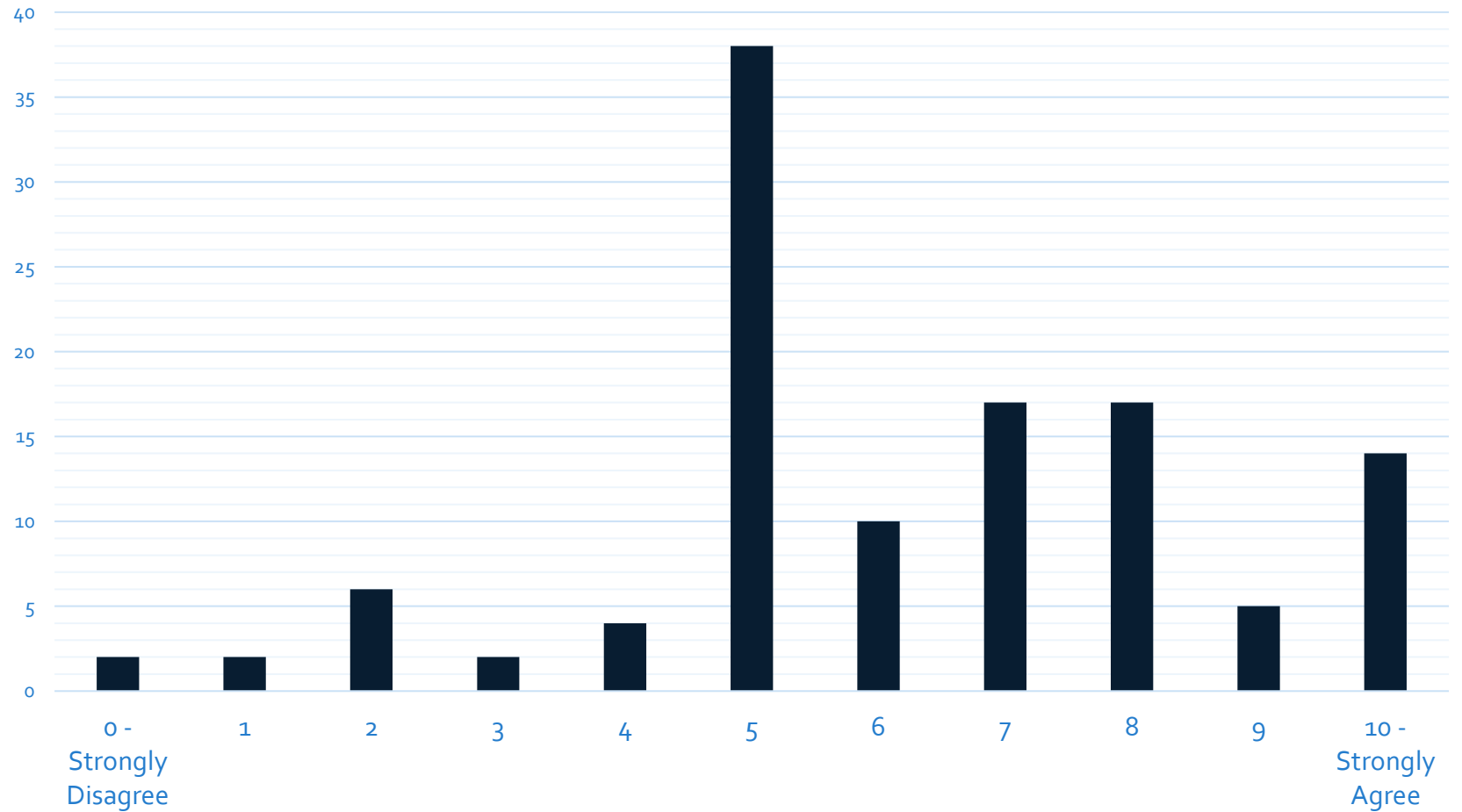


Total responses: 117 community/other respondents

In Summary:

Community respondents
54% agreed
(14% disagreed, 32% neutral)

Q7: I want to learn more about the local criminal legal system.



Total responses: 117 community/other respondents

Themes from Open-Ended Questions

Survey respondents were provided an opportunity to share additional feedback. Themes and highlights were extracted from these open-ended responses.

Key Similarities Across All Respondents

1. System Effectiveness & Accountability

- Concerns about perceived leniency
- Emphasis on need for better accountability measures
- Focus on improving system-wide coordination
- Concerns about program implementation and follow-through

2. Data and Metrics

- Consistent calls for better data collection
- Need for outcome tracking and program evaluation
- Desire for transparency in reporting
- Focus on measuring effectiveness

3. Mental Health Integration

- Need for better mental health services
- Recognition of mental health as a major factor in justice issues
- Call for more integrated treatment approaches
- Need for trauma-informed practices

4. Operational Challenges

- Communication issues between departments
- Concerns about resource allocation and coordination
- Need for better interdepartmental collaboration
- Implementation gaps between policy and practice

Examples

Criminal Legal System Respondents

“The system is much too weak and allows too many dangerous people out on the streets to re-victimize others.”

“There seems to be more care, concern, and resources for the adult offenders in Douglas County. Juveniles are often overlooked.”

“There should be more protection for the victims and community.”

“Would like the legal system to be consistent and fair to offenders who are justice involved. There is no consistency between the different Judges and the District Attorney's Office.”

Examples

Criminal Legal System Respondents

“Staff need trauma responsive training.”

“I would appreciate specific data on program outcomes particularly in relation to recidivism and law enforcement encounters specifically for individuals court ordered to participate in community programs which are funded by the county.”

“Invite service providers to attend meetings at times so that we can help with setting goals and solving issues.”

“I don't think they are using the scope of resources that they could use or setting people up for success in the "real world". We tend to get them set up and walk away when they have no skills or support to maintain.”

Examples

Community/Other
Respondents

“Social services, particularly mental health and substance abuse treatment, need to be more integrated with prosecutorial and defense functions.”

“I want our DA's office to function properly, as it is the backbone of our legal system.”

“Criminals are walking away with no consequences.”

“I am deeply concerned about the routine giving of probation to sexual offenders and offenders who commit armed violence.”

“As a community member who has no personal experience with the Douglas County legal system, my primary sources of information are the local newspapers.”

“I would like to see more publicity on the collaborative efforts being made to improve the criminal justice services being delivered within Douglas County. Any publicity currently given seems to be focused on actions being taken by a single entity or partner, which is appropriate, in most cases, but it would be helpful for the public to see where and how all of the partners are working together or are impacted when these actions are taken.”

Examples

Community/Other
Respondents

“I am concerned about gun violence, teen deaths, drug abuse/fentanyl, mental illness, and a general lack of communication and peaceful conflict resolution skills, and respect, responsibility, and civility in our highly educated and resource-rich community like ours. Education is prevention. Put more resources toward education.”

“The justice system needs a better balance between mercy and punishment, between rehabilitation and incarceration. Justice is more than prosecution vs. defense. The public is the third party and often gets overlooked.”

“We need judges, district attorney/prosecutors, defense attorneys, police and sheriff officers who understand it takes all of them to make the judicial system work.”

“Please share the results of this survey with the public. Since public participation was requested, the public should see the results and know where the CJCC heads from here.”